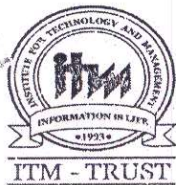## ITM - TRUST

I T M

(INSTITUTE FOR TECHNOLOGY & MANAGEMENT)

PROGRAMM:

PGDM – 2022-24 BATCH

QUESTION PAPERS

SEMESTER – 3

INSTITUTE FOR TECHNOLOGY AND MANAGEMENT
KHARGHAR, NAVI MUMBAI
SEMESTER – III (END TERM) EXAMINATION SCHEDULE
PROGRAMME OF
POST GRADUATE DIPLOMA IN MANAGEMENT
BATCH: 2022 – 2024

The written examination will be conducted in the following order: -

EXAM DATE & DAY	TIME	CREDIT	SUBJECT	SPECIALISATION
04-01-2024 Thursday	02.00pm to 03.30pm	HC	Strategic Management	[PGDM –MKTG, FIN, OPS & SCM, BA, DMT, FinTech, HRM IB, RMM & FM]
05-01-2024 Friday	02.00pm to 03.30pm	HC	Business Ethics and Corporate Governance	[PGDM –MKTG, FIN, OPS & SCM, BA, DMT, FinTech, HRM IB, RMM & FM]
06-01-2024 Saturday	02.00pm to 03.30pm	HC	Comprehensive Review Module	[PGDM –MKTG, FIN, OPS & SCM, BA, DMT, FinTech, HRM, RMM & FM]
	03.30 to 04.00pm	HC	Financial Modelling	[PGDM –Financial Management]
08-01-2024 Monday	02.00pm to 04.30pm	FC	Placement Readiness Module	[PGDM –MKTG, FIN, OPS & SCM, BA, DMT, FinTech, HRM IB, RMM & FM]
09-01-2024 Tuesday	02.00pm to 04.30pm	FC	Corporate Transition Module	[PGDM –MKTG, FIN, OPS & SCM, BA, DMT, FinTech, HRM IB, RMM & FM]
10-01-2024 Wednesday	02.00pm to 03.30pm	HC	Rural Marketing	[PGDM –Marketing]
			Financial Risk Management	[PGDM –Financial Management]
			Risk Analytics	[PGDM –Business Analytics]
			Technology Management	[PGDM –Operations & SCM]
			Mobile Marketing and E-Mail Marketing	[PGDM –Digital Marketing & Transformation]
			Risk Management	[PGDM –Fintech]
			Risk Management	[PGDM –Financial Markets]
			Sales Management	[PGDM –International Business]
			Retail Sales Management	[PGDM –Retail Management & Marketing]
11-01-2024 Thursday	02.00pm to 03.30pm	HC	Marketing Analytics	[PGDM –Marketing]
			Corporate Restructuring and Valuation	[PGDM –Financial Management]
			Supply Cjain Analytics	[PGDM –Business Analytics]
			World Class Manufacturing	[PGDM –Operations & SCM]
			Content Marketing	[PGDM –Digital Marketing & Transformation]
			InsurTech	[PGDM –Fintech]
			Financial Planning and Wealth Management	[PGDM –Financial Markets]
			Personal Tax Planning	[PGDM –Human Resource Management]
			Business Analytics	[PGDM –International Business]
			Big Data Analytics in Retail	[PGDM –Retail Management & Marketing]
12-01-2024 Friday	02.00pm to 04.30pm	FC	Analytic Modelling with R	[PGDM –Business Analytics]
			Banking and Banking Technology	[PGDM –Fintech]
			Global Operations Management	[PGDM –International Business]
	02.00pm to 03.30pm	HC	Business to Business Marketing	[PGDM –Marketing]
			Treasury and Forex Management	[PGDM –Financial Management]
			Operations Strategy	[PGDM –Operations & SCM]
			Business Intelligence and Big Data Analytics	[PGDM –Digital Marketing & Transformation]
			Bank Management	[PGDM –Financial Markets]
			HR Analytics	[PGDM –Human Resource Management]
			Brand Management	[PGDM –Retail Management & Marketing]

SEMESTER – III (END TERM) EXAMINATION SCHEDULE
PROGRAMME OF
POST GRADUATE DIPLOMA IN MANAGEMENT
BATCH: 2022 – 2024

ITM - TRUST

The written examination will be conducted in the following order: -

EXAM DATE & DAY	TIME	CREDIT	SUBJECT	SPECIALISATION
15-01-2024 Monday	02.00pm to 04.30pm	FC	Change Management & Organisational Development	[PGDM –Human Resource Management]
	02.00pm to 03.30pm	HC	SCM and Physical Distribution	[PGDM –Marketing]
			International Financial Management	[PGDM –Financial Management]
			Deep Learning and Neural Network	[PGDM –Business Analytics]
			Enterprise Applications	[PGDM –Operations & SCM]
			Programmatic Advertising	[PGDM –Digital Marketing & Transformation]
			Artificial Intelligence and Machine Learning	[PGDM –Fintech]
			Corporate Valuation	[PGDM –Financial Markets]
			International Financial Management	[PGDM –International Business]
			Supply Chain Management	[PGDM –Retail Management & Marketing]
16-01-2024 Tuesday	02.00pm to 04.30pm	FC	Service Marketing	[PGDM –Marketing]
			Machine Learning and Business Applications	[PGDM –Business Analytics]
			Investment Banking	[PGDM –Financial Management]
			Business Analytics for OM and SCM	[PGDM –Operations & SCM]
			Investment Banking	[PGDM –Financial Markets]
			Digital and Social Media Marketing	[PGDM –International Business]
			Service Marketing	[PGDM –Retail Management & Marketing]
17-01-2024 Wednesday	02.00pm to 03.30pm	HC	Treasury Management	[PGDM –Financial Markets]
			Global Marketing	[PGDM –International Business]
			Family Business & Business Process Re-engineering	[PGDM –Retail Management & Marketing]

Kharghar, Navi Mumbai
11th December 2023

SMishra
Registrar / Controller of Examination

INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2022-2024 BATCH

SUBJECT: STRATEGIC MANAGEMENT

[COMMON PAPER - 1]

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 1.30 minutes   **Max. Marks: 30**

Section – A

Q 1- Read the case and answer the questions given below.

Having transported 100 million passengers in 2023, IndiGo, India's premier airline, has become a part of an exclusive global group of carriers. This achievement of ferrying over 100 million passengers within a single year is shared by just a few airlines worldwide, marking IndiGo as the inaugural Indian airline to reach this milestone.

In the calendar year of 2022, IndiGo Airlines saw an inflow of 78 million passengers, a number slightly higher than pre-Covid-19 levels. The airline made a significant achievement for India by being the first to operate over 2,000 flights daily. Currently, IndiGo flies to 118 destinations, 32 of which are international, according to the airline's statement.
IndiGo holds the position of being the largest airline in India, both domestically and internationally. As of November, IndiGo dominated the domestic market with a 61.8 per cent share, which is almost six times greater than its closest competitor, Air India.

Furthermore, in the international sector, between July and September, IndiGo accounted for an 18.5 per cent market share among all airlines that operate flights to and from India, *Indian Express* reported.

The airline is currently working on network and fleet expansion. It made a record-breaking order for 500 Airbus A320 family planes earlier this year, marking the largest aircraft order in history. Coupled with planes from previous orders that are yet to be delivered, IndiGo's order tally is nearing 1,000 planes, with delivery schedules extending into the next decade.

"In the past half a year, IndiGo has expanded its network by incorporating over 20 new international routes and enhancing domestic links. The airline plans to continue this growth in the upcoming months by including destinations such as Bali in Indonesia and Medina in Saudi Arabia in a manner that is both financially viable and environmentally friendly," stated IndiGo.

IndiGo's substantial aircraft order and swift network development signify the airline's confidence in the expansion potential of India's aviation industry, which ranks third worldwide and is expanding at an incredible pace. The surge in IndiGo's air passenger traffic is indicative of the quick rebound the Indian aviation sector has experienced post-pandemic.

QUESTIONS:
1a. Analyse the competitive landscape of the Indian Airline Industry. Do a SWOT analysis of Indigo and mention why Indigo is a market leader? **3 Marks CO1, K1**
1b. What in your opinion are core/distinctive competencies of Indigo? How can they be used to have sustainable competitive advantage? **3 Marks CO4. K2**
1c. Prepare a 5-year strategic plan for the company. Give justifications. **3 Marks CO5, K3**

Answer any three questions. Each question carries 5 marks.

Q 2- Consider an industry comprising of eight firms, with market shares of 35%, 20%, 6%, 4%, 3%, 10%, 13%, and 9%, respectively. You were told that it is a moderately concentrated industry. Do you agree? Justify your answer with the help of Herfindahl-Hirschman Index. **(5 marks CO3, K2)**

Q 3- What are generic competitive strategies? How can companies pursuing these strategies become *stuck in the middle*? **(5 marks CO3, K2)**

Q 4- What do you mean by Slow Cycle Markets? Explain the dynamics of that market. **(5 marks CO3, K3)**

Q 5- 'Is it true that a firm using international strategies to pursue strategic competitiveness often experiences complex challenges that must be overcome? Justify your answer. **(5 marks CO4, K2)**

Q 6- What is a strategic alliance? What are the three major types of strategic alliances that firms form for the purpose of developing a competitive advantage? **(5 marks CO5, K2)**

Q 7- What is a Multidivisional (M Form) organizational structure? What are the benefits of having multi divisional structure? **(5 marks CO5, K1)**

Q 8- Imagine yourself as the CEO of a large firm in an industry in which you are interested. Identify major trends in the general environment and analyse their impact on the firm? **(5 marks CO2, K1)**

Q 9- "A Mission statement should always aim high, but it should also be realistic and achievable". How far do you agree with this statement? Justify your answer. **(5 marks CO1, K2)**

Q 10- What are the various strategies to avoid and why? **(5 marks CO5, K2)**

Q 11- "The value chain disaggregates a firm into its strategically relevant activities in order to understand the behaviour of costs and the existing and potential sources of differentiation…". Explain. **(5 marks CO2, K3)**

Section – C

Q 12- Answer any three questions. Each question carries 2 marks.
   a. TOWS Matrix **(CO5, K2)**
   b. Red Ocean Vs Blue Ocean Strategy **(CO5, K2)**
   c. BANI Framework **(CO5, K2)**
   d. GE 9 Cell **(CO5, K2)**
   e. Co-opetition **(CO5, K2)**
   f. Mckinsey's 7 S Framework **(CO5, K2)**
   g. Porter's Diamond **(CO5, K2)**
   h. I/O Model **(CO5, K2)**
   i. GI-LR Model **(CO5, K2)**
   j. Strategy Clock **(CO5, K2)**
   k. Porter's 5 Forces Model **(CO5, K2)**
   l. Profit Pools **(CO5, K2)**

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ITM INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)
PGDM 2022-2024 BATCH

SUBJECT: BUSINESS ETHICS AND CORPORATE GOVERNANCE

[COMMON PAPER - 1]

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 1.30 minutes   Max. Marks: 30

Instructions: *1. Read the questions carefully.   2. The internal choices, if any are mentioned clearly.*
3. Please write the correct question and sub-part number in the answer sheets

Q.1 Short Notes (ANY TWO) 5*2 10 marks
   a. Anglo-American Model of Corporate Governance **(CO1_K2)**
   b. Insider Trading **(CO1_K2)**
   c. Sustainability in Business **(CO1_K2)**
   d. Moral Standards **(CO1_K2)**

Q.2). Answer the following questions. Internal Choice is given.   (10 marks)

   a) "Kohlberg's view on moral development shows that the more morally mature a person. becomes, the more likely that person will obey the moral norms of his or her society". Discuss this statement. **(CO3_K4)**

<div align="center">OR</div>

   b) Ethics play a key role in business operations. Marketing ethics revolves around ethical marketing principles and standards that show acceptable marketing conduct. With this perspective, elaborate on how ethics can be applied on 5P's of marketing with appropriate examples. **(CO3_K4)**

Q.3 Read the following Case Study and answer the questions. 5*2 = 10 Marks

We have witnessed swift advancements in technology. One of the significant advancements is the emergence of artificial intelligence which resulted in changes in many facets of human existence, including education. The emergence of AI-based conversational agents, such as innovative ChatGPT has provided individuals with novel and interactive ways to interact with technology.
With the advancement of Artificial Intelligence, Educational Institutions are increasingly looking for ways to incorporate it into their classrooms. One AI tool that has gained attention in recent years is ChatGPT, a language model developed by OpenAI that can generate human-like text in response to user input. While ChatGPT has potential as an educational tool, its use raises important ethical considerations.
AI is changing the way that the world works, especially on college campuses, where students must rely on technology for almost every aspect of their education such as watching lectures, taking notes, completing assignments, and writing papers. With the creation of new AI platforms that assist in gaining and distributing information, there are more ethical dilemmas in using sites like ChatGPT.

Questions to Consider:
Q.1 With your study of Business Ethics and Corporate Governance, critically evaluate the various ethical concerns of using AI tools like ChatGPT. (5 marks) **(CO2_K3)**

Q.2.Suggest ways to prevent unethical practices of using ChatGPT and train students to maximize their productivity. (5 marks) **(CO5_K5)**

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT
(ITM BUSINESS SCHOOL – NAVI MUMBAI)
PGDM 2022-2024 BATCH
[PGDM – MARKETING]
SUBJECT: COMPREHENSIVE REVIEW MODULE
SEMESTER-3 TERM END EXAMINATION JANUARY - 2024

Max. Duration: 1.30 minutes **Max. Marks: 30**

Section A - Case Study:

Hindustan Unilever Limited (HUL) is one of India's largest consumer goods companies. It has achieved remarkable success by effectively using its diverse portfolio of brands to build a strong brand image and boost customer loyalty. This case study will explore HUL's marketing management strategies. HUL was established in 1933 and has become a well-known brand for its quality and trust in India's fast-moving consumer goods (FMCG) industry. The company's diverse product portfolio covers various categories, including personal care, home care, food, and beverages. HUL's strength lies in its diverse brand portfolio, featuring well-known names such as Dove, Surf Excel, and Lifebuoy. This extensive lineup allows HUL to cater to a broad spectrum of consumer needs and preferences. HUL's unwavering commitment to consumer satisfaction is reflected in its innovative product offerings. The company regularly introduces products aligned with evolving consumer preferences, including eco-friendly options and health-conscious choices. HUL places a strong emphasis on sustainable and responsible business practices. This includes eco-friendly packaging, reduced water consumption, and the promotion of ethical sourcing, aligning with the growing environmentally conscious consumer base. One of the standout examples of HUL's marketing prowess is the "Help A Child Reach 5" campaign by Lifebuoy. This initiative aimed to raise awareness about the importance of handwashing in preventing diseases and saving children's lives in rural India.

Impact
HUL's marketing strategies have delivered significant results:
- **Brand Image-** HUL has consistently maintained a positive brand image, associating itself with trust, quality, and responsible business practices.
- **Market Leadership-** The company holds a dominant position in various FMCG categories, consistently outperforming competitors.
- **Customer Loyalty-** HUL's diversified portfolio and commitment to consumer needs have fostered strong customer loyalty, resulting in repeat business.
- **Social Impact-** The "Help A Child Reach 5" campaign not only bolstered Lifebuoy's brand but also had a significant societal impact by promoting better hygiene practices in rural areas.

HUL's remarkable journey to building a strong brand image and customer loyalty underscores the importance of a diverse brand portfolio, consumer-focused innovation, and responsible business practices.

Question No 1: **(20 Marks = 4X5)**
a) How has HUL's extensive brand portfolio contributed to its ability to address diverse consumer needs and preferences, leading to customer loyalty? **(CO5_K3)**
b) Elaborate the impact of "Help A Child Reach 5" campaign have on Lifebuoy's brand reputation. **(CO5_K3)**
c) Discus challenges and opportunities might HUL encounter as it continues to innovate and expand its brand portfolio. **(CO5_K3)**
d) How HUL has used its strong portfolio of brands to build a strong brand image and customer loyalty? **(CO5_K3)**

Section B - Short Notes (Any 5) **(10 Marks = 5X2)**

Q.2a) BCG Matrix (CO1_K2) Q.2b) Discriminatory pricing (CO1_K2)
Q.2c) Brand Identity (CO1_K2) Q.2d) Influential Marketing (CO4_K2)
Q.2e) Integrated Marketing Communication (CO4_K2) Q.2f) Sales Funnel (CO5_K2)
Q.2g) Point of Parity (CO1_K2) Q.2h) Product Mix (CO1_K2)

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL -- NAVI MUMBAI)

PGDM 2022-2024 BATCH

[PGDM – FINANCIAL MANAGEMENT]

SUBJECT: COMPREHENSIVE REVIEW MODULE

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

Instructions: All questions are compulsory.

Q1. "Explain the role of the Reserve Bank of India (RBI) in managing and regulating the Indian financial system. How does its involvement impact banking, monetary policy, and overall economic stability?" **(CO1-K1)(5 marks)**

Q2. What are the various methods and techniques available for conducting an in-depth analysis of financial statements? Please explain these tools used by financial analysts to assess a company's performance and financial health.

(CO2-K2)(6Marks)

OR

Q2. Using the Balance Sheet of Rivan Ltd for the years 2021 and 2020, conduct a comparative analysis. Additionally, provide insights into how this analysis can assist stakeholders in understanding Rivan Ltd's financial position and performance over the two-year period. **(CO2-K2) (6Marks)**

In the books of Rivan Ltd
Balance sheet for the year 2021 & 2020

Particulars	Mar-21	Mar-20
Assets		
Non Current Assets		
Fixed Assets		
Tangible	636.37	646.45
Intangible Assets	1919.11	1,935.85
Capital Work in progress	22.39	45.89
Total Financial Assets	**2577.87**	**2628.19**
Non Current Investments	4.21	4.21
Long term Loans Advances	3.08	2.90
Other non current Financial Assets	403.37	379.42
Deferred Tax Assets(Net)	263.38	68.82
Total Non Current Assets	**3251.91**	**3083.54**
Current Assets		
Inventories	1921.28	1,691.20
Current Investments/Trade Receivables	786.59	551.84
Short term Trade/Loans Receivable/Adv. To suppliers	5.42	4.69
Cash and Bank Balances	57.41	72.79
Other Current Assets- Prepaid Expenses & Accrued Interest	598.46	329.78
Total Current Assets	**3369.16**	**2650.30**
Total Assets	**6621.07**	**5733.84**

Equity and Liabilities		
Shareholders Fund		
Equity Share capital	773.48	771.69
Preference Share Capital	0.51	0.51
Total Share Capital	773.99	772.20
Reserve and Surplus	655.3	319.56
Equity Share Application Money	0.08	0.15
Share Capital suspense	0.02	1.71
Total Shareholders Fund	1429.39	1,093.62
Non-Current liabilities		
Long term Borrowings	723.27	1,187.40
Other long term Liabilities	173.68	160.66
Other long term provisions	115.21	121.14
Total Non-Current liabilities	1012.16	1,469.20
Current liabilities		
Short term borrowings	474.45	570
Trade Payables -Creditors	2398.61	2,009
Other current Liabilities	1219.42	520
Short term Provisions	87.04	71
Total Current Liabilities	4179.52	3,171
Total Liability	5191.68	4640.22
Total Equity and Liabilities	**6621.07**	**5733.84**

Q3. Distinguish between the various elements that contribute to a company's total costs? Additionally, explain the concept of overhead costs and provide examples of different types of overhead expenses commonly incurred by businesses. **(CO3-K2)(6Marks)**

Q4. A) Identify and describe the diverse range of participants involved in the derivatives market. **(CO4-K3)(4Marks)**

<p align="center">**OR**</p>

Q4. A) Explain different types of option trading strategies commonly employed by investors during bull market.
(CO4-K3) (4Marks)

Q4. B) Enumerate and explain the different capital budgeting techniques utilized by companies for investment appraisal.
(CO4-K3) (4Marks)

Q5. What's your take on how traditional banks will cope with the rise of digital banking and fintech companies? Do you think traditional banks will adapt well, or do you believe this could significantly change the way banking services are offered? Share your thoughts on how traditional banks might stay competitive in this changing landscape.
(CO5-K3) (5Marks)

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ITM INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2022-2024 BATCH

[PGDM – OPERATIONS & SCM]

SUBJECT: COMPREHENSIVE REVIEW MODULE

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

Q.1) MCQ Questions – 5 X 1 = 5 Marks (CO3_K1)

1A. Which of these is not a Triple Constraint   **(CO3_K1)**
   a. Scope   b. Time
   c. Risk   d. Cost.

1B. Which one of the following is not an example of a Project. **(CO3_K1)**
   a. Introducing a new product to the marketplace   b. Constructing and installing a plant.
   c. Establishing a new business.   d. Operating a factory.

1C. Peak/ Maximum Effort is normally required during which phase of the Project **(CO3_K1)**
   a. Conception   b. Selection / Planning
   c. Execution & Monitoring   d. Closure and termination

1D. Compared to a Functional manager, a Project Manager is a generalist than a specialist, a facilitator than a supervisor. **(CO3_K1)**
   A. True   B. False

1E. Expectations of a Client are not an additional target, but an inherent part of the project specifications. **(CO3_K1)**
   A. True   B. False

Q.2) Short Answers on any one the following (5 marks X 1 = 5 marks)

   a) Differentiate between Goods and Services. **(CO4_K2)**
   b) Explain the Characteristics of services. **(CO4_K2)**

Q.3) Write short notes on any one the following (5 marks X 1 = 5 marks)

   a) Milk Run **(CO2_K2)**   b) Crossdocking **(CO2_K2)**

Q.4) Answers on any one the following (7 marks X 1 = 7marks) (CO5_K2)

   a) Write a short note on underlying principles of TQM and Six Sigma highlighting the difference between them. **(CO5_K2)**
   b) Explain Economic Order Quantity in detail. **(CO5_K2)**

Q.5) Long Answer Questions any one (8 marks x 1 = 8marks) (CO1_K2)

   a) What are the various factors in Selection of a facility? **(CO1_K2)**
   b) What are the various types of facility layouts? **(CO1_K2)**

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(ITM BUSINESS SCHOOL – NAVI MUMBAI)
PGDM 2022-2024 BATCH
[PGDM – BUSINESS ANALYTICS]
SUBJECT: COMPREHENSIVE REVIEW MODULE
SEMESTER-3 TERM END EXAMINATION JANUARY - 2024

Max. Duration: 1.30 minutes   Max. Marks: 30

Note: **All questions are mandatory.** New questions should be started on a new page.

Q1.

1. Which of the following is/are Limitations of deep learning?   (CO1-2 mks)
   A. Data labelling   B. Obtain huge training datasets.
   C. Both A and B   D. None of the above

2. Which of the following employ deep learning?   (CO1-2 mks)
   A. Digital assistants   B. Automatic facial recognition
   C. Fraud detection   D. All of the above

3. _____ is a hyper-parameter used to govern the pace at which an algorithm updates or learns the values of a
   parameter estimate   (CO1-2 mks)
   A. Bias   B. Weight
   C. Learning rate   D. Layer

4. A data mining technique that is used to uncover purchase patterns in any retail setting is known as _____.
                                                                             (CO1-2 mks)
   A. Clustering   B. Itemset Matching
   C. Market Basket Analysis   D. Collaborative Filtering

5. Electricity load forecasting and Algorithmic trading applications leverage _____ . (CO1-2 mks)
   A. Regression algorithms   B. Clustering algorithms
   C. Association algorithms   D. None of the above

6. _____ can be used for credit scoring and spam filtering applications.   (CO1-2 mks)
   A. Regression algorithms   B. Classification algorithms
   C. Association algorithms   D. None of the above

7. _____ method requires a developer to collect a large labeled data set and configure a network
   architecture that can learn the features and model.   (CO1- 2mks)
   A. Supervised Learning   B. Transfer Learning
   C. Training from scratch   D. None of the above

Q2. A)
   i)What is Deep Learning and how is it related to Neural Networks? Discuss its components.   (CO 2- 2mks)
   ii)How would you summarize the output of a neuron? Explain all parameters .   (CO2-2 mks)
                                          OR

Q2. B)
   Explain the following with relevant examples.
   data pre-processing   .(CO 2- 2mks)
   Feature Engineering.   (CO 2- 2mks)

Q3. Discuss the following with any one scorecard application for upselling /cross-selling loan product to prospective retail customers.

   i.   Purpose of scorecard -   (CO3- 2mks)
   ii.   Process Workflow -   (CO3- 2mks)
   iii.   Data sources mostly used –   (CO3 -3 marks)
   iv.   Modeling Technique / Approach used for development of Scoring Model. – (CO4 -5 marks)

Best of Luck !!
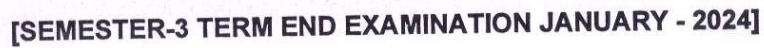
ïtм INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)
PGDM 2022-2024 BATCH
[PGDM – DIGITAL MARKETING & TRANSFORMATION]
SUBJECT: COMPREHENSIVE REVIEW MODULE
[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

NOTE: Answer the following questions (all 3) – 10 Marks Each   *(30 marks)*

1. You are digital marketing lead for Lakme professional hair care brand . Till now the brand has only been targeting hairdressers and stylists for their professional hair care products. Please come up with a detailed brand and media strategy for next financial year to transform it to a consumer facing brand. **(CO5) (K3)**

2. Write short notes on – **(CO1) (K1)**
    a. Data Driven Marketing in the digital era.
    b. How has AI changed the world of marketing?

3. Write a detailed roles and responsibilities of a digital marketing manager for new age education startup catering to graduates and postgraduate's students. Also explain what are few processes which are key to success in digital first marketing setup. **(CO2) (K2)**

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ΙΤΜ INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2022-2024 BATCH

[PGDM – FINTECH]

SUBJECT: COMPREHENSIVE REVIEW MODULE

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

Q.1. Choose the Correct Answer of the following.   **(5 Marks)**

1a). Which of the following is the correct extension of the Python file? **(CO1_K1)**
   a). python   b) .pl
   c) .py   d). p

1b). What is IOT? **(CO1_K1)**
   a) network of physical objects embedded with sensors   b) network of virtual objects
   c) network of objects in the ring structure   d) network of sensors

1c). Which is considered the branch of Artificial Intelligence? **(CO1_K1)**
   a) Cyber Forensics   b) Machine Learning
   c) Network Design   d) Full-stack Developer

1d). Which of the following is a step that the central bank will take to encourage greater investment in the economy? **(CO1_K1)**
   a) It will look to increase the cash reserve ratio
   b) It will look to reduce the cash reserve ratio
   c) It will look to increase statutory liquid ratio
   d) It will look to sell the government securities in the open market

1e). What does the block in the blockchain consist of? **(CO1_K1)**
   a) Transaction   b) A Hash point
   c) A Timestamp   d) All of these

Q.2. Answer/Solve Any 2 of the Following.   **(8 Marks)**

(a) Calculate Following Ratios from the above balance sheet:
   1. Current Ratio (1 Mark) **(CO2_K3)**
   2. Liquid Ratio (1 Mark) **(CO2_K3)**
   3. Debt Equity Ratio (2 Marks) **(CO2_K3)**

Liabilities	Rs.	Assets	Rs.
Equity Share Capital	5,00,000	Land & Building	1,00,000
Preference share capital	2,00,000	Machinery	4,00,000
General Reserve	1,00,000	Furniture	50,000
Secured Loan	3,00,000	Inventory	3,00,000
Sundry Creditors	1,00,000	Sundry Debtors	3,00,000
		Cash/Bank Balance	50,000
	12,00,000		12,00,000

(b) What do you mean by Price Elasticity of Demand? Discuss different types of price elasticity of demand. (4 Marks)
(CO2_K3)

(c) Suppose the total returns from Stock A over a period of 5 years are as follows:

Year	Total Return (percentage)
1	19
2	14
3	22
4	-12
5	5

1. Calculate arithmetic mean return for Stock A. (2 Marks) (CO2_K3)
2. Calculate the standard deviation of the historical return series. (2 Marks) (CO2_K3)

Q.3. Answer/Solve the Following. (6 Marks)

(a) Differentiate between Future and Options on the basis of : (3 Marks)
   (i) Maximum Profit / Loss. (CO3_K2)
   (ii) Initial Margin. (CO3_K2)
   (iii) Premium. (CO3_K2)

(b) Suppose the forex rate of USD/INR is 83.3900/83.4200. Explain the concept of Bid and Ask quote using the same illustration. (3 Marks) (CO3_K2)

Q.4. Answer/Solve Any 2 of the Following. (6 Marks)

a) A project costs Rs. 5,400 and is expected to generate cash inflows of Rs.3,600 and Rs.14,400 at the end of each year for the next two years. The discounting rate is 10% p.a. Based on NPV; will you accept the project?
(3 Marks)_ (CO4_K2)

b) Explain the difference between YTM (Yield to Maturity) & YTC (yield to Call) of a bond.
(3 Marks) (CO4_K2)

c) Differentiate between Systematic and Unsystematic risk associated with stocks. (3 Marks)

Q.5. Answer the Following. (5 Marks)

Digital Payment company is interviewing you and you are asked to explain UPI as a payment system in India.

How will you explain it with an example. (CO5_K2)

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)
PGDM 2022-2024 BATCH
[PGDM – HUMAN RESOURCE MANAGEMENT]

SUBJECT: COMPREHENSIVE REVIEW MODULE

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

Question 1

Write short Notes on any three of the following (5 *3 Marks)

A.	KRA & KPI	**(CO1- K1)**
B.	Cognitive Dissonance	**(CO1- K1)**
C.	Job analysis	**(CO1- K1)**
D.	Balance Score card	**(CO1- K1)**

Question 2

Answer any 2 of the following (7.5*2)

2A) As a training manager of 200 employees in a manufacturing organization, you will have to do the training need analysis and design one training program for the employees of different functions. To make the training program more effective, draft the methods and design the program in detail. (CO3-K3)

2B) Although it is said that change is the only permanent thing existing today, majority of us have a tendency to resist it. Why? What can organizations do to overcome this resistance? (CO3-K3)

2C) How do intrinsic rewards differ from extrinsic rewards? How do these relate with Herzberg's two factor theory of motivation. As a manager your responsibility is to create the environment where intrinsic motivation can be inculcated. Explain the ways to do it. (CO3 -K3)

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT
(ITM BUSINESS SCHOOL – NAVI MUMBAI)
PGDM 2022-2024 BATCH
[PGDM – RETAIL MANAGEMENT & MARKETING]
SUBJECT: COMPREHENSIVE REVIEW MODULE
SEMESTER-3 TERM END EXAMINATION JANUARY - 2024

Max. Duration: 1.30 minutes   Max. Marks: 30

Q.1) Definition (5 Marks)
1) Value Preposition. **(CO1_K2)**
2) Sales Automation. **(CO1_K2)**
3) Unique selling preposition. **(CO1_K2)**
4) Cross selling. **(CO1_K2)**
5) Email Marketing. **(CO1_K2)**

Q.2) Match the following (5 Marks) (CO2 K5)

Gucci	U.K
Louis Vuitton	U.S
Tesco	U.K
Michael Kors	France
Marks & Spencer	Italy

Q.3) Answer the following questions (10 Marks) (CO1 K2)
1) Six elements of retail Mix. **(CO1_K2)**
2) Types of layout in retail store. **(CO1_K2)**
3) What is Augmented realty. **(CO1_K2)**
4) Bundled pricing with Example. **(CO1_K2)**
5) Drop shipping. **(CO1_K2)**

Q.4) Caselet: 1 (5 Marks) (CO3 K3)
Flipkart, one of the leading e-commerce platforms, has been experiencing a surge in customer complaints regarding the delivery process. Customers have expressed dissatisfaction with delayed deliveries, poor communication, and damaged products upon arrival. The customer service team at Flipkart has identified a need to improve the overall delivery experience to maintain customer satisfaction and loyalty. The current process involves multiple stakeholders, including the warehouse team, logistics partners, and the customer service team.
Question: As a consultant hired by Flipkart to address the issues in the delivery process, what specific recommendations would you propose to enhance the overall customer experience and resolve the challenges related to delayed deliveries, poor communication, and damaged products?

Q.5) Caselet 2 (5 Marks) (CO3 K3)
Yewale Chai, a popular chai (tea) franchise, expanded its operations to a new city, aiming to replicate the success it achieved in its home base. The company's unique selling proposition is its wide variety of chai blends, along with a focus on providing a cozy and vibrant ambiance for tea enthusiasts. However, after the initial excitement, Yewale Chai faced challenges in gaining traction in the new market. The local preferences and competition were different from what the company had experienced before. Customer feedback suggested that the chai offerings were not resonating well, and there were concerns about the pricing strategy compared to local tea vendors.
Question: As a business consultant, advise Yewale Chai on strategies to adapt to the local market, overcome challenges, and establish a strong foothold in the new city. Consider aspects such as menu customization, marketing initiatives, and community engagement to enhance the brand's acceptance and popularity in the new location.

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)
PGDM 2022-2024 BATCH
[PGDM – FINANCIAL MARKETS]

SUBJECT: COMPREHENSIVE REVIEW MODULE

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

Q.1. Choose the Correct Answer of the following.   **(5 Marks)**

1A). The headquarters of the Securities and Exchange Board of India is in _____. **(CO1_K1)**
   (a) Mumbai   (b) New Delhi
   (c) Kolkata   (d) Chennai

1B). Which of the following is related with the Money Market? **(CO1_K1)**
   (a) Treasury Bills   (b) Commercial money
   (c) Cheque   (d) Shares

1C). The feature of a mutual fund, where it spreads the investment in varied stocks and sectors by pooling the funds of various investors, is called as _____. **(CO1_K1)**
   (a) Professional Management   (b) Affordability
   (c) Diversification   (d) Profit

1D). If an investor may have to sell a bond prior to maturity and interest rates have risen since the bond was purchased, the investor is exposed to   **(CO1_K1)**
   (a) the coupon effect   (b) interest rate risk.
   (c) a perpetuity.   (d) an indefinite maturity.

1E). If the intrinsic value of a stock is greater than its market value, which of the following is a reasonable conclusion? **(CO1_K1)**
   (a) The stock has a low level of risk.   (b) The stock offers a high dividend payout ratio.
   (c) The market is undervaluing the stock.   (d) The market is overvaluing the stock.

Q.2. Answer/Solve Any 2 of the Following.   **(8 Marks)**

(a) Calculate Following Ratios from the above balance sheet:
1. Current Ratio (1 Mark) **(CO2_K3)**
2. Liquid Ratio (1 Mark) **(CO2_K3)**
3. Debt Equity Ratio (2 Marks) **(CO2_K3)**

Liabilities	Rs.	Assets	Rs.
Equity Share Capital	5,00,000	Land & Building	1,00,000
Preference share capital	2,00,000	Machinery	4,00,000
General Reserve	1,00,000	Furniture	50,000
Secured Loan	3,00,000	Inventory	3,00,000
Sundry Creditors	1,00,000	Sundry Debtors	3,00,000
		Cash/Bank Balance	50,000
	12,00,000		12,00,000

(b) What do you mean by Price Elasticity of Demand? Discuss different types of price elasticity of demand.

(4 Marks) **(CO2_K3)**

(c) Suppose the total returns from Stock A over a period of 5 years are as follows:

Year	Total Return (percentage)
1	19
2	14
3	22
4	-12
5	5

1. Calculate arithmetic mean return for Stock A. (2 Marks) **(CO2_K3)**
2. Calculate the standard deviation of the historical return series. (2 Marks) **(CO2_K3)**

Q.3. Answer/Solve the Following.   **(6 Marks)**

(a) Differentiate between Future and Options on the basis of : (3 Marks)
    (i) Maximum Profit / Loss. **(CO3_K2)**
    (ii) Initial Margin. **(CO3_K2)**
    (iii) Premium. **(CO3_K2)**

(b) Suppose the forex rate of USD/INR is 83.3900/83.4200. Explain the concept of Bid and Ask quote using the same illustration. (3 Marks)

Q.4. Answer/Solve Any 2 of the Following.   **(6 Marks)**
a) A project costs Rs. 5,400 and is expected to generate cash inflows of Rs.3,600 and Rs.14,400 at the end of each year for the next two years. The discounting rate is 10% p.a. Based on NPV; will you accept the project? (3 Marks) **(CO4_K2)**

b) Explain the difference between YTM (Yield to Maturity) & YTC (yield to Call) of a bond.

(3 Marks) **(CO4_K2)**

c) Differentiate between Systematic and Unsystematic risk associated with stocks. (3 marks) **(CO4_K2)**

Q.5. Answer the Following.   **(5 Marks)**
You are applying for a Home Loan Credit Appraisal Job. How you will evaluate individual home loan borrower. **(CO5_K2)**

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2022-2024 BATCH

[PGDM – FINANCIAL MANAGEMENT]

SUBJECT: FINANCIAL MODELLING AND SIMULATION

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 30 minutes   **Max. Marks: 10**

Notes: All questions are compulsory.

PART – A - FINANCIAL MODELLING:

1. Answer the following questions.   **(5Marks)**

   A) Provide the application & use of "Choose Function" belonging to Microsoft excel. (2 Marks) **(CO1-K1)**
   B) Please explain more about economic analysis and its indicators.   (3 Marks) **(CO1-K1)**
                     OR
   A) Describe the utility of Financial Modeling for Scenario Analysis. (2 Marks) **(CO1-K1)**
   B) Provide the general syntax and application of the following Excel formulas: (3 Marks) **(CO1-K1)**
      a. IF
      b. SUMIFS
      c. MATCH

2. Calculate the EBIT margin for the following data.   **(CO2-K2) (3 Marks)**

	Rs. Cr
Net Revenue	5000
Cost of material	2500
Inventory	250
Exice duty	100
Finance Cost	50
Other expenses	900
Exception gain	25
Employee Exp	300
D&A	100

                     OR
A company has a net income of $2,000,000, an average of 250,000 shares of common outstanding stock, and 10,000 shares of convertible preferred stock. Each preferred share pays a dividend of $13 per share and is convertible into one share of the company's company stock. What is the company's basic and diluted EPS? **(CO2-K2) (3 Marks)**

PART - B – STIMULATION

3. What is meant by "credit terms" and why are they important. Explain **(CO2-K2) (2 Marks)**

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)
PGDM 2022-2024 BATCH

SUBJECT: PLACEMENT READINESS MODULE

[COMMON PAPER - 1]

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 2.30 minutes   Max. Marks: 60

Note: 1. Read the questions carefully.   2. Each question is of 2 marks.

Q.1 A person bought a T.V for Rs.9800. He spent Rs. 400 on its transportation and spent Rs. 300 on installation. At what price should he sell the T.V now to gain 20%? [CO1_K1]
A) 12400   B) 12500   C) 12600   D) N.O.T

Q.2 At what percent above the cost price an item should be marked so as to earn a profit of 8% after giving a discount of 10%? [CO1_K1]
A) 15   B) 20   C) 25   D) 30

Q.3 Buy 5 get 3 free , Find the discount percent? [CO1_K1]
A) 60   B) 40   C) 37.5   D) 33.33

Q.4 Difference between SI and CI on a sum given at 4% per annum for 2 years is Rs. 1. Find the Sum? [CO1_K1]
A) 1250   B) 625   C) 2500   D) N.O.T

Q.5 A sum of money at CI triples itself in 6 years in how many years will it be 27 times of itself? [CO1_K1]
A) 54   B) 18   C) 27   D) N.O.T

Q.6 If Rs. 782 be divided into three parts, proportional to 1/2 :2/3 :3/4, then the first part is: [CO1_K2]
A) 391   B) 202   C) 484   D) N.O.T

Q.7 Present ages of Sameer and Anand are in the ratio of 5: 4 respectively. Three years hence, the ratio of their ages will become 11: 9 respectively. What is Anand's present age in years? [CO1_K2]
A) 30   B) 27   C) 21   D) 24

Q.8 A student multiplied a number by 4/5 instead of 5/4. Calculate the percentage error? [CO2_K2]
A) 20   B) 36   C) 56.25   D) 40

Q.9 In a college 70% students got placed successfully. The number of Boys who got placed is 30 more than number of Girls who got placed. 30 girls and 60 boys were not placed. Calculate number of girls who got placed? [CO2_K2]
A) 120   B) 90   C) 180   D)210

Q.10 if the price of a book is first decreased by 25% and then increased by 20%, then the net change in the price will be.   [CO2_K2]
A) 5% increase   B) 5% decrease   C) No change   D) N.O.T

Q.11 Two stations A and B are 110 km apart on a straight line. One train starts from A at 7 a.m. and travels towards B at 20 kmph. Another train starts from B at 8 a.m. and travels towards A at a speed of 25 kmph. At what time will they meet? [CO2_K1]
A) 10:30 am   B) 10 am   C) 9 am   D) N.O.T

Q.12 When a train runs with a speed of 24 kmph it reaches 11 minutes late and when it runs at 30 kmph it reaches 5 minutes late. Find the actual time to reach the destination? [CO2_K1]
A) 19 minute   B) 35 minute   C) 24 minute   D) N.O.T

Q.13 Time taken by A to finish a piece of work is twice the time taken B and thrice the time taken by C. If all three of them work together, it takes them 2 days to complete the entire work. In how many days B alone can finish the work? [CO3_K1]
A) 6 days   B)3 days   C) 9 days   D) N.O.T

Q.14 4 men and 6 women can complete a work in 8 days, while 3 men and 7 women can complete it in 10 days. In how many days will 10 women complete it? [CO3_K1]
A) 21 days   B) 16 days   C) 25 days   D) 40 days

Q.15 1. What was the day of week on 19th June 1440? [CO3_K1]
A) Thursday   B) Wednesday   C) Friday   D) Saturday

Q.16 What was the day of week on 2nd October 1869? [CO3_K2]
A) Friday   B) Saturday   C) Sunday   D) Monday

Q.17 What was the day of week on 26th. November 2008? [CO4_K2]
A) Tuesday   B) Monday   C) Thursday   D) Wednesday

Q.18 What time is shown by the mirror if the real time is 9 : 27? [CO4_K2]
A) 3 : 33   B) 2 : 33   C) 3 : 27   D) 2 : 23

Q.19 Time appears in the mirror 11:09. Then what time will be appear in clock? [CO4_K2]
A) 1 : 51   B) 12 : 09   C) 12 : 51   D) 1 : 09

Q.20 Q.1 A, P, R, X, S and Z are sitting in a row. S and Z are in the centre. A and P are at the ends. R is sitting to the left of A. Who is to the right of P ? [CO4_K2]
A. A   B. X   C. S   D. Z

Verbal Ability
Q.21 to Q.30 all question are of 2 marks each
Spot Errors
Q.21 Even though he was late (1)/ he stopped on the way (2)/ to have coffee with his friends. (3) / No error. (4) [CO5_K1]
A. 1   B. 2   C. 3   D. 4

Q.22 We are (1) / looking forward (2) / to see you personally. (3) / No error (4)   [CO5_K1]
A. 1   B. 2   C. 3   D. 4

Q.23 In view of the current market situations (1) / and economic conditions (2) / SBI has proposed to withdraw a few (3) / products it launched for the customers from middle income group. (4) / No error (5) [CO5_K1]
A. 1   B. 2   C. 3   D. 4   E. 5

Q.24 Until he does not (1) / owns his mistake (2) / he can't rise. (3) / No error (4) [CO5_K1]
A. 1   B. 2   C. 3   D. 4

Q.25 Select the sentence which is grammatically correct [CO5_K1]
A. The son might look like his father but he doesn't resemble to his father
B. The son might look like his father but he doesn't resemble with his father.
C. The son resembles his father.
A.
B.
C.

Q.26 To get into hot waters means: [CO5_K2]
a. To be impatient
b. To get into trouble
c. To suffer financially
d. To be in a confused
A.
B.
C.
D.

Q.27 To pull one's socks up means: [CO5_K2]
a. To depart
b. To interfere
c. To try hard
d. To participate
A.
B.
C.
D.

Q.28 Solve the Parajumble [CO5_K2]
A. There is no complete knowledge about anything.
B. Our thinking is the outcome of knowledge is always limited.
C. Knowledge always goes hand in hand with ignorance.
D. Therefore, our thinking which is born out of knowledge, is always limited under all circumstances.
1. BCAD
2. BCDA
3. DABC
4. CBDA

Q.29 Solve the Parajumble [CO5_K2]
1. Currency movements can have a dramatic impact on equity returns for foreign investors.
   A. This is not surprising as many developing economies try to peg their exchange rates to the US dollar or to a basket of currencies.
   B. Many developing economies manage to keep exchange rate volatility lower than that in the industrial economies.
   C. India has also gone in for the full float on the current account and abolished the managed exchange rate.
   D. Dramatic exceptions are Argentina, Brazil and Nigeria.
6. Another emerging market specific risk is liquidity risk.
1. ADBC
2.CDAB
3.BDAC
4.CABD

Q.30 In the following questions, a set of four words is given. Three of the words are related in some way, the remaining word is not related to the rest. You have to pick the word which does not fit in the relation and mark that as your answer. [CO5_K2]
1. a. Couple b. Sever c. Rend d. Lacerate
A.
B.
C.
D.

2. a. Brink b. Hub c. Verge d. Brim
A.
B.
C.
D.

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2022-2024 BATCH

SUBJECT: CORPORATE TRANSITION MODULE

[COMMON PAPER - 1]

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 2.30 minutes   Max. Marks: 60

Q 1. TATA Powers is coming for campus placement in your PGDM college. This time the company has asked students to create video resumes as one of the selection processes. As an applicant what 5 major points you will consider while preparing your video resume? Explain in detail. 10 marks [CO5_K1]

Q 2. Your batchmate had an interview with Mahindra Finance for the role of Management Trainee. The Q&A with the interviewer is as follows:

1. Interviewer: Where do you want to see yourself in the next 5 years?
   Classmate: In the next 5 years I want to see myself as a Manager in Big 4 companies.

2. Interviewer: As a fresher how much salary do you expect?
   Classmate: I expect 10 LPA.

   The recruiter thanked her and asked her to leave.

a) Identify what went wrong in both the answers.   10 marks [CO2_K3]

b) Had these questions been asked to you in the process, what would you have replied? (Write the answers **EXACTLY** as you would say to the recruiter.)   10 marks [CO2_K3]

Q 3. You were looking for an internship at ABC Ltd. You forwarded your resume but never received a reply. Later, you learned that the company is using an Applicant Tracking System in their screening process and that is why it got rejected. Then you created ATS compatible resume, and it got shortlisted. According to you:

a) What might have gone wrong in the first resume? Mention any 5 points   5 marks [CO4_K2]

b) What 5 changes did you make to get your resume ATS friendly?   5 marks [CO4_K2]

Q4. You have just completed your 5-month internship in XYZ company. Now you want to add your internship details to your resume. Write 5 points of your internship using proper action verbs.   10 marks [CO5_K2]

Q 5. You are part of a Group Discussion on the topic 'Smartphones – painkiller or pain'. Give your 5 points to the discussion as a participant.   10 marks [CO3_K1]

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2022-2024 BATCH

[PGDM - MARKETING]

SUBJECT: RURAL MARKETING

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

Q.1 : Case study: Leading the Rural Market   **(20 marks)**

Nutrine Confectionery Company (NCC) Ltd is the flagship of the Nutrine group of companies, which is involved in diverse products and services like confectionery, gums, fruit bars, granite, transportation, etc. The turnover of the group was Rs. 1710 crore in 2000. B. Venkatram Reddy established NCC in 1952. From a small-scale manufacturing unit for manufacturing candies in the early 1960s, NCC has grown into a multimarket giant and has been the single largest manufacturer of confectionery and toffees in India since 1980. Nutrine is the only company in India producing dehydrated fruit bars, using innovative technology. It has a well-established R&D laboratory where continuous product testing and product development is held.

The products are manufactured in Chitoor district in Andhra Pradesh, which falls in the tropical fruits belt. The overall industry growth rate is 6 percent per annum. Nutrine enjoys a market share of 34 percent in the organized sector in India.

Major Competitors:
Confectionery – Parry's, Parle, Bakemans, Ravalgaon, Nestle.
Chochoates - Cadbury, Campco, VM Confectionery.
Gums – Wrigleys, Perfetti, VM Confectionery.
Fruit bats – Sunrays.

The Rural Initiatives:
Right from its inception, the company had a special interest in rural markets. The company forayed into rural markets in the early 1980s because of increased competition in urban markets, especially for its brands like Maha Lacto, Kokanaka, Aaray and Dishum. The company has a nearly 40 percent share in rural markets. Major areas of operation include Andhra Pradesh, Tamil Nadu, Kerala and Karnataka.
The products used attractive pillow-type packaging, which seems to have found favour with consumers. The pricing of the products is highly dependent on government regulations. In 2002, the government-imposed 100 percent excise duty on confectionery. The company had to increase the price of the products by 25 percent (the price of the Aaray brand had to be increased to 75 paise from 50 paise).

The distribution channel is as follows:
Factory – Depot – Dealer – Sub-dealer – Customer
The company used ad agencies Mudra Communications, Lintas (not Lowe) and Madison for its promotional efforts.

The company now plans to launch its range in the villages of Maharashtra.

Questions:
A] Outline a promotional plan for Nutrine's Maharashtra rural launch. (CO4_K1)

B] Highlight a channel each for conventional and non-conventional media to be used for the Maharashtra rural branch.
(CO4_K3)

Q.2. Answer the following (Any two): 10 marks each

A) Highlight the challenges of rural markets. (C02_K2)

B) Write a short note on ITC e-choupal. (C02_K1)

C) Write a short note on Project Shakti (Amma) started by HUL. (C02_K2)

ALL THE BEST !!!

ITM INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2022-2024 BATCH

[PGDM – FINANCIAL MANAGEMENT]

SUBJECT: FINANCIAL RISK MANAGEMENT

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 60**

Notes: All questions are compulsory.

Q1) Discuss how change in interest rate impacts assets and liabilities of a bank. Discuss this in context of rising and falling interest rate scenarios. **(CO1-K1) (4 Marks)**

Q2. A) Analyze how insurance companies manage risk associated with their bond portfolio and identify risk's these bonds are susceptible to with respect to changes in various factors. **(CO2-K1)(4 Marks)**

OR

B) A bank has invested Rs. 1000 crores in six Government of India bonds. All these bonds have been classified as Held till Maturity.
Which of the following risks out of ----- 1) Liquidity Risk, 2) Credit Risk, 3) Price Risk, 4) Reinvestment Risk and 5) Settlement is/are most likely to occur from investment in these bonds. Give justification for options selected by you.

(CO2-K1)(4 Marks)

Q3. A) A bond has been issued with face value of Rs. 1000, coupon of 8% pa and maturity of 6 years. If the interest rate changes to 7% after payment of first coupon and stays same for entire maturity of the bond, what would be reinvestment income of the bond holder. How will this create reinvestment risk for the holder of the bond? How can this bond investment be immunized? **(CO3-K2)(6 marks)**

OR

B) In addition to lending money, banks and finance companies invest in bonds, real estate, stocks and in 'Gold'. To protect themselves they hedge using derivative products.

Answer the following questions in brief:

1. List *in point form*, the benefits of hedging. **(CO3- 3 marks)**

2. In the illustration below, a bank has one ton of gold in its vault, calculate the profit/loss value on the futures contract on 31st January if prices had risen as indicated.(Indicative prices is for 10grams). Rs._____? **(CO3- 3 marks)**

GOLD FUTURES

OPEN A SHORT FUTURES POSITION WHEN THE FIRM HAS A LONG SPOT POSITION

DATE	PHYSICAL	FUTURES
01-11-2023	-	Sell Gold Futures
31-01-2024	Value inventory on hand	Buy Gold Futures
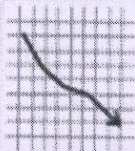
Date	Spot		Futures Price	
	Action	Price	Action	Price
01-11-2023	-	59,850	Sell	59,900
31-01-2024	Sell	58,950	Buy	58,700
Profit / (Loss)	N.A.		1,200	
Net Position	Rs. 60,150 (58,950+1,200)			

Date	Spot		Futures Price	
	Action	Price	Action	Price
01-11-2023	-	59,850	Sell	59,900
31-01-2024	Sell	60,250	Buy	60,150
Profit / (Loss)	N.A.		(250)	
Net Position	Rs. 60,000 (60,250-250)			

The objective is to lock in prices, to obtain protection from unwanted price volatility

Q4. A) If a loan of Rs. 1000 crores is secured by a collateral of Rs. 800 crores, what is the value of risk weighted asset if the risk weight of borrower is 80% and risk weight of collateral is 75%. Also, what is the capital requirement for this loan if capital adequacy is 9%? **(CO4-K3)(8 marks)**

OR

B) Explain how credit risk scoring models used by the banking industry differ from credit ratings and identify factors that Influence disbursement decisions. **(CO4-K3)(8 marks)**

Q5. A) Bank A has the following balance sheet. Risk weights have been given against the exposure of the bank which are assumed values. **(CO5-K3)(8 Marks)**

Assets	Amount Rs. in crs.	Risk Weight %
Domestic government bonds	100	0
Cash	10	0
Loans to other banks <1yr	200	20
Loans to small and medium enterprises	390	100
Loans to local authorities	200	50
Loans to large Corporates and major international companies	100	100
Total	1000	
Liabilities		
Capital	80	
Deposits from customers	820	
Loans from other banks	100	
Total	1000	

a. Calculate the minimum capital required, after calculating risk weighted assets.
b. What is the status of existing capital vis-à-vis Basel Minimum Capital requirements?
c. Is the Bank holding adequate capital in its balance sheet?

OR

B) Details of investments by a Bank are given below: -

Investment A- Rs.1000 par value bond bearing 14% coupon rate maturing in 5 years. The required rate of return is 13%. Total investment value of this bond 1000cr
Calculate **(CO5-K3)(8 Marks)**

1. Calculate Macaulay's Duration for Investment A   **(4 marks)**
2. The bank has 3 more investments B, C & D, as below. Calculate Modified duration of the entire portfolio?
                                                                                            (2 marks)

3. What are the factors that affect Macaulay's Duration?   **(2marks)**

Bond Investments

Bond	Investment Value (CR)	Macaulay's Duration
A	1000	?
B	300	4.5
C	150	6.2
D	350	5.3
	1800	

PV Table Extract

n/i	13%	14%
1	0.8850	0.8772
2	0.7831	0.7695
3	0.6931	0.6750
4	0.6133	0.5921
5	0.5428	0.5194
6	0.4803	0.4556
7	0.4251	0.3996
8	0.3762	0.3506
9	0.3329	0.3075
10	0.2946	0.2697

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2022-2024 BATCH

[PGDM – BUSINESS ANALYTICS]

SUBJECT: RISK ANALYTICS

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

Important Instructions:
- Question number one is **compulsory**.
- Solve **any two** questions among the remaining questions.
- Each question carries equal marks.
- Figures to the right indicate full marks (for sub-questions).
- Enhance your responses by incorporating well-labeled graphs and figures when applicable.
- Use of the Scientific Calculator is allowed.

Question No. 01: COMPULSORY QUESTION- In this question, respond to the following case study-based questions: (*Ensure your answers are comprehensive and demonstrate a deep understanding of the context provided in the case study. Each response should be well-organized and supported by relevant details.*)

A] Explain why we can use either beta or standard deviation when comparing two well-diversified portfolios. Is this true for any two portfolios? **(2 Marks)**

B] Due to a recent news announcement, the expected return on Cipla Ltd. just went from 13% to 18%. Assuming that the stock was in equilibrium prior to the announcement and the announcement did not affect the required return, explain what will happen to Cipla's stock price (and expected return) in the immediate future to bring the stock back into equilibrium. How long should this process take? **(2 Marks)**

C] Examine the provided table on Monte-Carlo Simulation and elucidate the insights derived from the information on Days and Confidence Intervals. **(2 Marks)**

Value at Risk (VaR)	
Days	20
Expected Return	$397
Z-Score	0.213
Scenario VaR	$(163)
Confidence Interval	0.99
Monte Carlo VaR	$(5,670.58)

D] Find the expected return and standard deviation of each stock: **(4 Marks)**

Probability	Return of Stock C	Return of Stock D
0.30	-10%	25%
0.50	15%	10%
0.20	40%	0%

i. Calculate the expected return and standard deviation of a portfolio made up of 50% stock C and 50% stock D if the correlation is -0.75.
ii. Would you prefer to put your money in stock C, stock D or the 50/50 portfolio? Explain.

Question No. 02: Address each of the numerical-based questions below:

A] The stock of Ralph's Restaurants has a standard deviation of 70% and has a correlation with the market of 0.40. The expected return for the market is 13% and it has a standard deviation of 20%. Currently the risk-free rate of return is 5%. **(3 Marks)**
  i.   What is the beta for Ralph's Restaurants?
  ii. What is the required return for Ralph's Restaurants?
  iii. What is the expected return for Ralph's restaurants in equilibrium?

B] We are purchasing stock that just paid a dividend (D_0) of $1.50. The growth rate in dividends for this stock is 4% and it has a beta of 1.3. The expected return on the market is 12% and the current Treasury rate is 7%. How much should we pay for this stock. **(2 Marks)**

C] Consider a bank that follows BASEL III norms for capital adequacy. The bank has a Risk-Weighted Assets (RWA) of $100 million and a Common Equity Tier 1 (CET1) capital of $12 million. Calculate the Capital Adequacy Ratio (CAR) based on BASEL III guidelines. Express your answer as a percentage. **(2 Marks)**

D] You are a financial analyst tasked with evaluating two investment portfolios, Portfolio A and Portfolio B, for a client. The client is particularly interested in understanding the risk-adjusted returns of these portfolios.
  Portfolio A:
    Annual Return: 12%
    Standard Deviation: 18%
  Portfolio B:
    Annual Return: 9%
    Standard Deviation: 12%
Provide recommendations on which portfolio is more attractive from a risk-adjusted return perspective. **(3 Marks)**

Question No. 03: Provide responses to each of the theoretical questions presented below.

A] A bank is looking to improve its credit risk modeling system. Outline the key steps involved in developing an effective credit risk model and discuss the importance of variables such as probability of default (PD) and loss given default (LGD). **(4 Marks)**

B] Explore how data analytics can be used to detect and prevent fraud in financial transactions. **(2 Marks)**

C] Explain the concept of total risk with the help of graph. **(2 Marks)**

D] Discuss four key pillars or criteria integral to BASEL III Norms. **(2 Marks)**

Question No. 04: Answer the following questions as per instructions (Objective based):

A] Choose the most appropriate option for each of the following questions. **(1*5= 5 Marks)**

  I. What does the term "stress testing" mean in the context of risk analytics?
    a. Evaluating the impact of extreme market conditions on a portfolio.
    b. Assessing the stress levels of employees in an organization.
    c. Testing the durability of financial instruments.
    d. Measuring the stress on operational processes.

  II. What statistical measure is frequently employed to assess the risk of an investment portfolio, considering both central tendency and dispersion?
    a. Standard Deviation
    b. Covariance
    c. Arithmetic Mean
    d. Kurtosis

  III. Value at Risk for a given equity portfolio is:
    a. The underlying volatility of the equity portfolio.
    b. The maximum loss that can be experienced in the equity portfolio over a specified holding period.
    c. The worst-case loss that can be experienced in the equity portfolio with a certain level of probability.
    d. The regulatory capital needed to cover the underlying risk in the equity portfolio.

IV. Daily volatility under SMA VaR is calculated in EXCEL as:
   a. STDEV (Daily Prices)
   b. VAR (Daily Prices)
   c. STDEV (% Change in Daily Returns)
   d. VAR (% Change in Daily Returns)
   e. STDEV (Daily Returns)

V. Which one of the following is not an element of the formal definition for VaR?
   a. Worst Case Loss
   b. Tolerance Level
   c. Normality of returns
   d. Liquidation period

B] Choose the most appropriate match for each of the following concept. (1*5= 5 Marks)

Column A (Concept)	Column B (Description)
1. Probability Distribution	a. A statistical tool used to model the probability of different outcomes in a process that cannot easily be predicted due to the intervention of random variables.
2. Monte Carlo Simulation	b. The measure of the potential loss in value of a risky asset or portfolio over a defined period for a given confidence level.
3. VaR (Value at Risk)	c. A framework that defines the acceptable level of risk an organization is willing to take to achieve its objectives.
4. Risk Appetite	d. An assessment technique that involves subjecting a financial institution's portfolio to different economic scenarios to evaluate its resilience to adverse conditions.
5. Stress Testing	e. A function that describes the likelihood of obtaining the possible values that a random variable can take.

INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2022-2024 BATCH

[PGDM – OPERATIONS & SCM]

SUBJECT: TECHNOLOGY MANAGEMENT

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

Q.1. True/False – 5 Marks.

A] Artificial Intelligence and Machine Learning are alternative terms. **(CO5_K1)**
B] Data Analytics supports decision making. **(CO5_K1)**
C] IOT is primarily concerned with storing data on cloud. **(CO5_K1)**
D] A 3D printed car will run as efficiently as a factory manufactured car. **(CO5_K1)**
E] IOT involves machine to machine and machine to human communication. **(CO5_K1)**

Q.2. Answer any 1 questions – (5 x 1 = 5 marks)

A] What is core competence? How it is different from core rigidities? **(CO2_K2)**
B] What is the role of technology in deciding about the strategy of a firm? **(CO2_K2)**
C] What is innovation? Mention few enabling factors for prospering innovation. **(CO2_K2)**

Q.3. Write short notes on – 6 marks each.

3a] Impact of technological change on ecology and human society. **(CO3_K2)**
                              OR
3a] Trade-off between technological change and industrial policies. **(CO3_K2)**

3b] Product Life Cycle **(CO4_K2)**
                    OR
3b] Technology Diffusion. **(CO4_K2)**

Q.4. Answer any one question – 8 Marks.

A] What is MOT at firm level? What are the factors to be considered by a firm when designing its technology management strategy? **(CO1_K2)**

B] What is MOT at country level? What are the factors to be considered by a country when designing its technology management strategy? **(CO1_K2)**

C] What is technological innovation? Mention factors influencing technological innovation. **(CO1_K2)**

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ITM INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)
PGDM 2022-2024 BATCH
[PGDM – DIGITAL MARKETING & TRANSFORMATION]
SUBJECT: MOBILE MARKETING AMD E-MAIL MARKETING
[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

Q1. Case Study – 2.5 Marks Each.   **(5 marks)**

Myntra, one of India's leading online fashion retailers, has successfully leveraged mobile marketing strategies to enhance user engagement and drive sales. This case study explores Myntra's mobile marketing initiatives and their impact on the company's overall success.

Key Objectives:
   a. To understand how Myntra utilizes mobile marketing to connect with its target audience.
   b. To analyze the effectiveness of Myntra's mobile app in driving user engagement and sales.
   c. To explore the role of personalized recommendations and push notifications in Myntra's mobile marketing strategy.

Question
   1. How has Myntra adapted its mobile marketing strategy to stay relevant in a dynamic market? **(CO4_K2)**
   2. In what ways does Myntra incorporate emerging mobile technologies or trends into its marketing approach? **(CO4_K2)**

Q2. Write short notes on any 2:   **(10 marks)**
   A. Mobile Marketing Strategy. **(CO2_K2)**
   B. E-mail Marketing Analytics. **(CO2_K2)**
   C. Types of Mobile Marketing. **(CO2_K2)**

Q.3. Please Explain the Following Technology any 1:   **(10 marks)**
   A. Explain the execution of E-mail Marketing **(CO3_K2)**
   B. Explain Native Mobile Ad Formats **(CO3_K2)**

Q4. Multiple Choice Questions: **(5 marks)**
   1. _____ is easy and comparatively cheap.   **(CO1_K1)**
   a) Text Messaging   b) Voice Marketing
   c) Mobile App Marketing   d) None of the above

   2. Email marketing is a form of _____ that uses email to promote your business products and services.
   a) Direct Marketing   b) Indirect Marketing   **(CO1_K1)**
   c) Quality content   d) None of the above

   3. _____ Ads are the most commonly used mobile advertisement format.   **(CO1_K1)**
   a) Rich Media Ads   b) Banner Ads
   c) Native Ads   d) Interstitial Ads

   4. Complete the process: Define --- Test -- _____ -- Measure – Report.   **(CO1_K1)**
   a) Deliver   b) Send

   5. _____ feeds contain product listings and promote products are integrated within. **(CO1_K1)**
   a) Third Party Data   b) Feed – in (Social)
   c) Second Party Data   d) Feed – in (Commerce)

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2022-2024 BATCH

[PGDM – FINTECH]

SUBJECT: RISK MANAGEMENT

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

Notes: All questions are mandatory.

1. Discuss various types of market risk faced by a bank? Mention sub-types of interest rate risk.
   (CO1) (K1) (5 Marks)

2. Answer **BOTH** of the following. (6 Marks)

   (a) What are BASEL guidelines? How are these guidelines help protect banks. Discuss concept of Capital Adequacy Ratio? (CO2) (K1)
   (b) Discuss concept of Capital Conservation Buffer. Additionally, discuss concept of Countercyclical Buffer.
   (CO2) (K1)

3. Answer/Solve any **ONE** of the following.   (6 Marks)

   (a) Total value of assets with a bank is Rs. 1000 crore, while total value of liabilities is 950 crores. Duration of assets is 2.70, while duration of liabilities is 1.30. Find out the duration gap. If the rate of interest changes from 10% to 11%, what will be the impact on the networth of the bank. (CO 3) (K3)

   (b) Find attached below details of bonds in which a bank has invested Rs.1000 crores? Find out PVBP of each bond and entire bond portfolio? (CO 3) (K3)

Bonds	Investment Amount	Modified Duration
A	200 crores	4.2
B	230 crores	5.0
C	270 crores	4.8
D	150 crores	4.6
E	150 crores	7.0

4. Answer Any **ONE** of the following. (8 Marks)

   (a) What is the meaning of interest rate risk and reinvestment risk. If a bank has purchased a bond with the face value of Rs. 100, coupon of 8% p.a., maturity of 5 years and YTM of 8%, what would be reinvestment risk if the reinvestment rate falls to 7.5% after receipt of first coupon and stays the same for entire maturity of bond.
   (CO4) (K2)

   (b) Discuss two key indicators of liquidity risk in bonds. Explain concept of Impact Cost by using a numerical example. (CO4) (K2)

5. Discuss the concept of Risk Management Framework in an organization. How will a bank identify risks associated with a retail and a corporate borrower. (CO5, K2) (5 Marks)

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2022-2024 BATCH

[PGDM – FINANCIAL MARKETS]

SUBJECT: RISK MANAGEMENT

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

Notes: All questions are mandatory.

1. Discuss various types of market risk faced by a bank? Mention sub-types of interest rate risk.

    (CO1) (K1) (5 Marks)

2. Answer **BOTH** of the following. (6 Marks)

    (a) What are BASEL guidelines? How are these guidelines help protect banks. Discuss concept of Capital Adequacy Ratio? (CO2) (K1)

    (b) Discuss concept of Capital Conservation Buffer. Additionally, discuss concept of Countercyclical Buffer.

    (CO2) (K1)

3. Answer/Solve any **ONE** of the following.   (6 Marks)

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   (CO4) (K2)

   (b) Discuss two key indicators of liquidity risk in bonds. Explain concept of Impact Cost by using a numerical example. (CO4) (K2)

5. Discuss the concept of Risk Management Framework in an organization. How will a bank identify risks associated with a retail and a corporate borrower. (CO5, K2) (5 Marks)

INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2022-2024 BATCH

[PGDM – INTERNATIONAL BUSINESS]

SUBJECT: SALES MANAGEMENT

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   Max. Marks: 30

Q.1. Short Answers – Any 2 questions x 5 marks each:

a) Differentiate between B2B and B2C sales.
b) Explain the importance of training for sales personnel.
c) Write a short note on personal selling strategies.
d) How is a sales manager role different from a sales person's role?
e) Briefly explain steps in a typical sales process

Q.2. Long Answer – Any 1 question x 10 marks

a) Explain various types of sales territories. Elaborate with examples.
b) What is the difference between SFA and CRM.
c) You have recently joined a leading Ice Cream manufacturing company and have been asked by the management to propose reorganization of the sales team. Suggest sales organization structure design based on (1) Line (2) Product and (3) Territory
d) Explain in detail the importance of setting and managing the sales quota / sales targets.

Q.3. Caselet (10 marks)

Caselet Title: "Global Expansion: Triumphs and Challenges in International Sales at DEF Tech Solutions"

Background: DEF Tech Solutions, a rapidly growing technology company, has experienced significant success in its domestic market. Eager to capitalize on its innovative products and services, the company has decided to embark on an international expansion strategy. The leadership recognizes the immense potential of global markets but is mindful of the unique challenges associated with international sales.

Key Challenges:

1. Cultural Diversity: The Company needs to navigate diverse cultures, languages, and business practices in target international markets.
2. Regulatory Compliance: Understanding and adhering to varied international regulations and compliance standards is crucial to avoid legal complications.
3. Logistics and Supply Chain: Efficient management of global supply chains and logistics to ensure timely delivery of products and services.

Objectives:

1) Market Penetration: Successfully penetrate and establish a foothold in at least three international markets within the next 12 months.
2) Compliance Assurance: Develop and implement a robust strategy for ensuring compliance with international regulations in target markets.
3) Operational Excellence: Streamline global supply chain and logistics operations to minimize lead times and optimize distribution efficiency.

Expected Outcomes:

1) Successful market entry and establishment in at least three international markets
2) Full compliance with international regulations, minimizing legal risks
3) Streamlined global supply chain resulting in improved operational efficiency
4) A culturally aware and adaptable sales team capable of navigating diverse international markets.

Questions:

Q3A) As the Chief Sales Officer of DEF Tech Solutions, propose a solution to meet the objectives in line with the expected outcomes.

Q3B) Among the challenges mentioned in the case let, which of the three challenges would you prioritize over others? Explain with appropriate reasons.

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(ITM BUSINESS SCHOOL – NAVI MUMBAI)
PGDM 2022-2024 BATCH
[PGDM – RETAIL MANAGEMENT AND MARKETING]

SUBJECT: RETAIL SALES MANAGEMENT

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

Section A   (Attempt any 2 Each carries 5 marks)

1. Knowing that marketing intermediaries like dealers, distributors, and retailers plays a very critical role in enabling sales happen for companies. Analyze some of your thoughts on how sales person can ensure good relationship with them at the same time ensuring that they help the company achieves its target?   (CO4,K5)

OR

2. Why are sales territories required? Discuss the various steps to scientific territory planning and suggest what type of territory planning would you recommend for   (CO4,K5)
    (i)   A company selling textile machinery components to large textile units.
    (ii)   A Company selling infant milk powder.

3. How are sales volume quotas set? If you were assigning sales quotas to your salesmen selling fertilizers in the rural markets, what are the attributes of a sales quota plan that you need to keep in mind?   (CO3,K5)

OR

4. You are appointed as a branch manager by Crocodile Products at Pune for selling crocodile brand of shirts, trousers, T- shirt and accessories. This is new branch covering western Maharashtra. For deciding the sales target for each items which forecasting methods would you use and why ? (CO3,K5)

Section B (Attempt any 2 Each carries 5 marks)

5a) Sales Funnel.   **(CO3,K2)**

5b) Customer Service.   **(CO3,K2)**

5c) Sales Motivation.   **(CO3,K2)**

5d) Calculate the performance index of the Sale Rep. Who is the top performer? **(CO3,K2)**

Sales representative	Sales Quota	Actual Sales
Ajay	500.5	475.5
Vijay	300.5	290.5
Sita	500.25	150.25
Gita	425.75	400.75

SECTION C : Read the case given below and answer the questions at the end of the case:

To say that I am exceedingly upset by what I witnessed in one of our dealer's offices. The other day would be a gross understatement. I saw one of our sales representatives, trying to sell to a dealer and he did not know what he was talking about. He could not answer some of the simplest questions of the dealer about our product and kept saying that he would find out the answer from the head office. Needless to say he didn't make the sale. "Since the personal lall up was Mr. Prakash, President of the Polanis Computer Company, Basant Mehta, the newly hired sales manager for the company, decided he had better head March. Basant nodded and asked "Is this representative of the entire sales force or an isolated case?" "Mr. Mehta that's what am paying you to find out and do something about."

As Basant walked back to his new office to deal with a multitude of other sales operation problems he said his task unfolding as two major activities.
(i) to determine how much the present sales force really knew about the computer products and how they are used and
(ii) to develop an effective program to equip the sales force with the required product knowledge.

On reaching his desk, Basant called his assistant, Vinod Kale. Vinod had been with the company since its inception eight years ago. Vinod started as a part time worker, while he studied for his graduation, and then took up a temporary when he graduated and joined the company full time. He was as little frustrated that he hadn't been promoted to Sales Manager when Basant was brought in from outside by Mr. Prakash. Basant asked Vinod, "I've just been in a meeting with Mr. Peach, and he has rather firm connections that the product knowledge of our representatives isn't what it should be. He wants us to do something about it. How do you feel about this..."
"oh, don't pay too much attention to the old man. He's been on that trip ever since he started the company. As far as he is concerned, no sales representative ever knows enough about the product or knows enough about the customer's problems. It doesn't make any difference to him that we are selling fairly well and sometimes exceeding quotas. In his eyes, that's just because the product is so good. He thinks he is the only one in the company who really knows about the product. It doesn't matter what you do, he'll still be saying the same things to you, and everything he sees one of the representatives making a presentation.
Basant thanked Vinod for his opinions but couldn't help wondering whether he could afford to ignore Mr. Prakash's comments.

Q.6 Each carries 5 marks.

(6a) How can Basant determine how much the sales representatives know about the product and its applications?

(CO5, K3)

(6b) How should he plan to develop the desired degree of expertise among sales people?   (CO2, K2)

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2022-2024 BATCH

[PGDM - MARKETING]

SUBJECT: MARKETING ANALYTICS

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

SECTION A: Note: Answer Any 3 questions in detail   **Marks (5x3=15)**

Q. 1. Discuss the concept of Consumer Segmentation. Why is it crucial for marketers? How can businesses tailor their marketing efforts based on different consumer segments? Give examples and elaborate on how businesses can leverage the various segmentation approach for targeted marketing. (CO1 K2)

Q.2. What is Pricing Analytics? How does it impact a company's profitability? Discuss the steps involved in setting a Pricing Policy. How can a well-defined pricing policy contribute to a company's competitive advantage? (CO2 K3)

Q.3. Explain the RFM (Recency, Frequency, Monetary) model. How can businesses leverage RFM analysis to enhance customer retention and loyalty? (CO1 K2)

Q.4. What is customer lifetime value (CLV)? What is the role of CLV analysis in Startup Growth? Does customer acquisition cost affect customer lifetime value? (CO2 K3)

Q.5. Explain the role of Marketing Analytics in the context of E-commerce. How can online retailers use analytics to personalize the customer experience and improve conversion rates? (CO3 K3)

SECTION B : Case Study   **Marks (10x1=10)**

You have recently joined in as the Analytics officer & business strategy lead at an online shopping store called DresSMart Inc. that specializes in apparel and clothing. One day you had the chief marketing officer of the company come rushing to you looking unusually worried. The board of directors has given him hefty targets for sales and slashed his marketing budgets into half at the same time.

You immediately identify that you are dealing with a common business problem of improving business revenue with reduced cost. You have also realized that this is a great opportunity for you to establish analytics practices in the company since there is a quick opportunity for you to improve the P&L (income statement).

Additionally, the CMO informed you that last year they had carried out marketing campaigns with different offers on the product catalog. A direct mailing product catalog was sent to some hundred thousand customers from the base of over a couple of million customers last year with the response rate of 4.2%. The direct mailers were later followed up with SMS and email messaging. to work on an analytics strategy to help your CMO to leverage on the existing data which comprises of:1) Customer information 2) Marketing campaigns with different offers on the product catalog conducted last year

You need to prepare an approach note to be shared with your CMO with the following:(CO4 K4)
Q.6A] Business issue   2 Marks
Q.6B] What data will you leverage and how?   3 Marks
Q.6C] What are the possible Analytics tools you can utilize to target the customers?   5 Marks

A supermarket has provided the following data for conducting a market basket analysis. (CO2 K3)

Transaction ID	Items
101	Burger, Ice cream, Pie, Pizza, Salad, Soda
102	Chocolate shake, Cookies, Egg, Milk, Sandwich
103	Beacon, Chocolate shake, Cookies, Milk, Yogurt
104	Water, Burger, Chicken, Chocolate shake, Egg, Pie, Pizza, Salad, Soda
105	Beacon, Water, Egg, Milk, Pizza, Salad, Yogurt
106	Chocolate shake, Cookies, Egg, Milk, Sandwich
107	Beacon, Burger, Salad
108	Cookies, Egg, Milk, Sandwich, Yogurt
109	Beacon, Water, Egg, Pie, Pizza, Sandwich
110	Cookies, Milk, Egg, Sandwich
111	Water, Burger, Chicken, Egg, Pizza, Salad, Pie
112	Cookies, Milk, Egg, Sandwich
113	Water, Burger, Chicken, Egg, Pizza, Salad
114	Beacon, Water, Egg, Sandwich, Yogurt
115	Burger, Pie, Salad, Soda

Answer the following:

Q.7A] Support, confidence, and Lift for Pie → Ice cream
Q.7B] Support, confidence, and Lift for Burger → Ice cream
Q.7C] Support, confidence, and Lift for Pizza → Ice cream
Q.7D] Support, confidence, and Lift for Chocolate shake → Soda
Q.7E] Support, confidence, and Lift for Ice cream → Soda

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)
PGDM 2022-2024 BATCH
[PGDM – FINANCIAL MANAGEMENT]

SUBJECT: CORPORATE RESTRUCTURING AND VALUATION

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

Notes: All questions are compulsory.

Q1) Answer the following **(2 marks)**
i) With a sector or company of your choice, enlist and explain the various areas of duediligence that you will undertake during a merger or acquisition. **(CO1-K1)**

Q2) Answer the following **(5 marks)**

a) An investor expects an equity dividend of Rs 45/share **next year** and the investors' requiredrate on equity is 14%. Calculate the expected share price assuming: **(2 marks) (CO2-K2)**
   (i)   no growth in dividend expected.
   (ii)   a constant growth of 5% per annum in expected dividend.

b) What is Corporate Governance? Explain briefly the different corporate governancemechanisms.
                                    (3 marks) (CO2-K2)

OR

b) Explain challenges in post-merger HR integration. **(3 marks) (CO2-K2)**

Q3) Answer the following (5 marks)

a) In response to Microsoft's efforts to acquire the firm, the Yahoo board adopted a "*change- in-contro*l" compensation plan. The plan stated that if a Yahoo employee's job is terminatedby Yahoo without cause (i.e., the employee is performing his or her duties appropriately) or if an employee leaves voluntarily due to a change in position or responsibilities within 2years after Microsoft acquires a controlling interest in Yahoo, the employee will receive 1 year's salary. Yahoo notes that the adoption of the severance plan is an effort to ensure that employees are treated fairly if Microsoft wins control. **Microsoft views the tactic as an effort to discourage a takeover. With whom do you agree, and why? Briefly explain the hostile takeover methods and any 2 defense strategies by the target company (3 marks) (CO3-K1)**

b) State whether the following statements are true or false: (2 marks) (CO3-K1)

(i)   White Knight operation as a defense mechanism against takeover refers to arousingof emotions against corporate raiders.   **(True /False)**
(ii)   In a Seller Run process, the potential acquirer has to carry out its due diligence only through information from public sources and does not have any access to any of the Seller's Confidential Information. **(True /False)**

Q4) Answer the following (12 marks)

a) XYZ Ltd. is considering a merger with ABC Ltd. ABC Ltd.'s shares are currently traded at Rs. 200. It has 25,000 shares outstanding and its profit after taxes (PAT) amounts to Rs. 5,00,000.

ABC Ltd. has 12,500 shares outstanding; its current market price is Rs. 100 and its PAT is Rs. 1,25,000.

The merger will be effected by means of a stock swap (exchange). ABC Ltd. has agreed to a plan under which XYZ Ltd. will offer the current market value of ABC Ltd.'s shares: **(6 marks) (CO4-K3)**

(i) What is the pre-merger earnings per share (EPS) and P /E ratios of both the companies?

(ii) If ABC Ltd.'s P /E ratio is 6.4, what would be its current market price (ignoring the market price given above)? What would be the exchange ratio? What will XYZ Ltd.'s post-merger EPS be?

(iii) What should be the share exchange ratio, if XYZ Ltd.'s pre-merger and post-merger EPS are to be the same?

b) **Short notes (6 marks) (any 2).**

i) Discuss the tax benefits available to the Amalgamated Company. **(3 marks) (CO4-K3)**

ii) Explain any two sources of financing for M&As. **(3 marks) (CO4-K3)**

iii) Explain DCF valuation as an approach to value business. **(3 marks) (CO4-K3)**

iv) M/S Panatone Ltd. has made a Public Announcement to acquire up to 5.0 crore equityShares of M/S Alpana Plastics Ltd., a listed company at a price of Rs. 250/- per share payable in Cash. Please indicate the amount required to be deposited in the Escrow Account:

a. in case the acquisition offer was not conditional upon any minimum level ofacceptance. **(2 mark)**

b. in case the acquisition offer was conditional upon minimum level of acceptance of atleast 2.00 crore shares. **(1mark)**

Q5) Answer the following (6 marks) (CO5-K2)

Discuss briefly **(any 1).**

(i) FDI guidelines for M&A in India;

(ii) ODI Regulations for M&A overseas.

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2022-2024 BATCH

[PGDM – BUSINESS ANALYTICS]

SUBJECT: SUPPLY CHAIN ANALYTICS

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

Important Instructions:
- It is **required** to address **question number one**. Opt for any two questions among the remaining options.
- Each question holds an equal weightage in terms of marks.
- Figures to the right indicate full marks.
- Enhance your answers with well-labeled graphs and figures where applicable.
- Utilize a scientific calculator for calculations is allowed.

Question No. 01: COMPULSORY- In this question, respond to the following case study-based questions: (*Ensure your answers are comprehensive and demonstrate a deep understanding of the context provided in the case study. Each response should be well-organized and supported by relevant details.*).

A] It has been said that forecasting using exponential smoothing is like driving a car by looking in the rear-view mirror. What are the conditions that would have to exist for driving a car that are analogous to the assumptions made when using exponential smoothing?   (2 Marks)

B] Plot the data on a graph and verify visually that a linear trend line is appropriate. Develop a linear trend equation for the following data. Then use the equation to predict the next two values of the series.   (3 Marks)

Period	Demand Solution
1	44
2	52
3	50
4	54
5	55
6	55
7	60
8	56
9	62

C] Explain: **ARIMA (2,3,3)**   (2 Marks)

D] A chemical firm produces sodium bisulphate in 100-pound bags. Demand for this product is 20 tons per day. The capacity for producing the product is 50 tons per day. Setup costs $100, and storage and handling costs are $5 per ton a year. The firm operates 200 days a year. (Note: 1 ton = 2,000 pounds.)   (3 Marks)
   a. How many bags per run are optimal?
   b. What would the average inventory be for this lot size?
   c. Determine the approximate length of a production run, in days.
   d. About how many runs per year would there be?

Question No. 02: Provide responses to each of the theoretical questions presented below.

A] Explore how big data analytics can optimize supply chain operations.   (2 Marks)

B] To be competitive, many fast-food chains began to expand their menus to include a wider range of foods. Although contributing to competitiveness, this has added to the complexity of operations, including inventory management. Specifically, in what ways does the expansion of menu offerings create problems for inventory management? (2 Marks)

C] Explain the components of Total Cost with the help of graph.   (2 Marks)

D] Explain how you will achieve strategic fit using Facility Location as a parameter in Supply Chain.
          (2 Marks)

E] Provide an explanation of the Durbin-Watson (DW) test, stating the null hypothesis (Ho) and the alternative hypothesis (Ha) associated with the test.   (2 Marks)

Question No. 03: Attempt each of the numerical-based questions below:

A] The following table shows a Havmor company's quarterly sales of Ice-cream for the current year in the niche area of Lakshadweep. As a regional manager of Lakshadweep Island, you have to predict for the first quarter of next year, given the Quarter relatives, which are: SR1 = 1.10, SR2 = 0.99, SR3 = 0.90, and SR4 = 1.01.   (2 Marks)

Quarter:	1	2	3	4
Sales:	88	99	108	141.4

B] A manager has obtained a list of units costs and estimated annual demands for 10 inventory items, as illustrated in the table below. Now manager wants to categorize the items on an A-B-C basis. Kindly help him.   (3 Marks)

Item Number	Annual Demand	Unit Cost ($)
1	2500	360
2	1000	70
3	2400	500
4	1500	100
5	700	70
6	1000	1000
7	200	210
8	1000	4000
9	8000	10
10	500	200

C] A bakery buys flour in 25-pound bags. The bakery uses 1,215 bags a year. Ordering cost is $10 per order. Annual carrying cost is $75 per bag.   (3 Marks)
   a. Determine the economic order quantity.
   b. What is the average number of bags on hand?
   c. How many orders per year will there be?
   d. Compute the total cost of ordering and carrying flour.
   e. If holding costs were to increase by $9 per year, how much would that affect the minimum total annual cost?

D] Given the following data, compute the tracking signal and decide whether or not the forecast should be reviewed based on the graph.   (2 Marks)

Month	Actual Sales	Forecast Sales
1	8	10
2	11	10
3	12	10

Question No. 04: Answer the following questions as per instructions (Objective based):

Choose the most appropriate option for each of the following questions.   (1*5 = 5 Marks)
A] Pair the Benefit with the Relevant Supply Chain Analytics:
  A. Real-time Data Analytics
  B. Prescriptive Analytics
  C. Predictive Analytics
  D. Descriptive Analytics

  Match with:
  i. Enhancing decision-making based on insights.
  ii. Analyzing historical data to forecast future trends.
  iii. Improving supply chain efficiency through immediate insights.
  iv. Recommending optimal decision strategies for future scenarios.

  Option A. A-ii, B-i, C-iv, D-iii
  Option B. A-i, B-ii, C-iv, D-iii
  Option C. A-iii, B-iv, C-ii, D-i
  Option D. A-iii, B-i, C-iv, D-ii

B] Unlike EOQ, EPQ considers:
  a. Ordering costs
  b. Carrying costs
  c. Setup and production costs
  d. Shortage costs

C] Pair the Analytics Technique with its Application:
  A. Regression Analysis
  B. Monte Carlo Simulation
  C. Time Series Analysis
  D. Cluster Analysis

  Match with:
  i. Optimizing Inventory Levels
  ii. Predicting Future Demand
  iii. Identifying Patterns in Data
  iv. Grouping Similar Items for Supply Chain Efficiency

  Option A. A-iii, B-i, C-iv, D-ii
  Option B. A-ii, B-i, C-iii, D-iv
  Option C. A-ii, B-i, C-iv, D-iii
  Option D. A-iii, B-iv, C-i, D-ii

D] Pair the Supply Chain Term with its Definition:
  A. Lead Time
  B. Bullwhip Effect
  C. Perfect Order Fulfillment
  D. Blockchain Technology

  Match with:
  i. Time taken from order placement to delivery
  ii. Unpredictable demand fluctuations amplifying upstream in the supply chain
  iii. Achieving error-free and on-time deliveries
  iv. Technology ensuring secure and transparent transactions in the supply chain
  Option A. A-ii, B-iii, C-iv, D-i
  Option B. A-i, B-iii, C-iv, D-ii
  Option C. A-ii, B-iii, C-i, D-iv
  Option D. A-i, B-ii, C-iii, D-iv

E] In ABC analysis, which category typically includes items with the highest annual dollar value but the lowest frequency of demand?
   a. Class A
   b. Class B
   c. Class C
   d. Class D

Draw neat and labelled graphs for the following:

F] Level, Trend, and Seasonality Variations   (3 Marks)

G] EPQ with Incremental Inventory Replenishment   (2 Marks)

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ITM INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2022-2024 BATCH

[PGDM – OPERATIONS & SCM]

SUBJECT: WORLD CLASS MANUFACTURING

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

Q.1. True/False – 5Marks.

A] Implementing JIT will lead to world class manufacturing (WCM). **(CO5_K1)**
B] The main aim of world class manufacturing is to save costs. **(CO5_K1)**
C] Computer Integrated manufacturing (CIM) is an integral part of WCM.. **(CO5_K1)**
D] Control charts are used to detect problems in manufacturing. **(CO5_K1)**
E] The success of Toyota Production System (TPS) is due to unique cultural values of Japanese people. **(CO5_K1)**

Q.2. Answer any 1 questions – (5 x 1 = 5 marks).

A] Explain the concept of World Class Manufacturing systems? Mention its important characteristics. (200-300 words) **(CO2_K2)**
B] Explain three tools of World Class Manufacturing System? (200-300 words) **(CO2_K2)**
C] Explain cycle time. (200-300 words) **(CO2_K2)**

Q.3. Write short notes on – 6 marks each (K2)

3A] Toyota Production System **(CO3_K2)**
                    OR
3A] Give example of an Indian company which has successfully implemented WCMS. **(CO3_K2)**

3B] Continuous Improvement Programme and its role in manufacturing competitiveness. **(CO4_K2)**
                    OR
3B] Different types of wastes generated in manufacturing process **(CO4_K2)**

Q.4. Answer any one question – 8 Marks.

A] Explain assembly line balancing using diagram and rough calculations. **(CO1_K2)**

B] What is JIT? Explain the conditions when it can be implemented. Give an example of an industry where JIT will not be required. **(CO1_K2)**

C] The goal of a batch size of one is very far off. Explain (200-300 words). **(CO1_K2)**

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ITM INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)
PGDM 2022-2024 BATCH

[PGDM – DIGITAL MARKETING AND TRANSFORMATION]

SUBJECT: CONTENT MARKETING

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

Q1. Case Study – 2.5 Marks Each (CO2) (K2) (5 marks)
Coca-Cola's "Share a Coke" campaign was a groundbreaking marketing initiative that personalized Coca-Cola bottles by featuring individual names and phrases, encouraging consumers to find bottles with names of friends, family, or themselves. This personalized approach aimed to create a more emotional connection with consumers and increase engagement through social sharing and user-generated content.
Questions
A] How did Coca-Cola's personalized "Share a Coke" campaign strengthen brand engagement through individualized packaging, creating emotional connections with consumers?
B] To what extent did Coca-Cola's "Share a Coke" campaign's success in driving sales and social media attention overshadow potential environmental concerns stemming from increased plastic bottle production and sustainability issues?

Q2. Write short notes on any 2: (CO3) (K2) (10 marks)
Choose any two of the following topics:
a. Rise of Social Media Marketing
b. Channel Strategy and its Types
c. Significance of Brand Story
d. 4 Cs of Storytelling

Q3. Please Explain the Following Technology any 1: (CO2) (K2) (10 marks)
a. Importance of User-Generated Content in Content Marketing (CO2) (K2)
b. AI and Personalization in Content Marketing (CO2) (K2)
c. A+ Content and its Role in Content Marketing (CO2) (K2)

Q4. Multiple Choice Questions: (CO5) (K1) (5 marks)
1. Advertisers must balance their _____ with campaign objectives to achieve optimal results.
   a. Brand   **b. Budget**   **c. Reputation**   **d. Values and Culture**

2. Make your customers so happy that they'll recommend your brand to others. This is probably one of the best ways to get new customers. This is known as _____.
   a. Acquisition   **b. Awareness**   **c. Advocacy**   **d. Engagement**

3. Metric that helps measure the effectiveness of content marketing are called _____.
   a. Click-through Rate (CTR)   **b. Pageviews**   **c. Number of Followers**   **d. All of the above**

4. The key role of storytelling in content marketing to_____.
   a. It creates confusion among the audience   **b. It helps in building an emotional connection**
   c. It is irrelevant in content marketing   **d. It increases advertising costs**

5. _____ are all about statistics and numbers and are the perfect way to get the point across quickly.
   a. Budget   **b. PR**   **c. Presentations**   **d. Infographics**

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ITM INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)
PGDM 2022-2024 BATCH
[PGDM – FINTECH]
SUBJECT: INSURTECH

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

Notes: All questions are mandatory.

1. **Answer any TWO of the following. (CO1) (K-1)**   **(6 Marks)**

   (a) What is Insurtech? List down its importance.
   (b) What is Pure Risk? List down types of it.
   (c) Explain Principle of Assignment in Insurance.

2. **Solve/Answer TWO of the following. (CO2) (K-2)**   **(6 Marks)**

   (a) <u>Calculate yearly premium</u>
       A policy for Rs. 20 lakhs is taken on 15-July-2023 for 15 years with DAB.
       Date of Birth is 15-Jan-1997. DAB is Rs. 1.00 per thousand.
       SA Rebate Rs. 1.50. Yearly mode is Rs. 2.00
       Tabular premium for age next birthday
       Age 26 years. Rs. 35.20
       Age 27 years. Rs. 35.50
       Age 28 years. Rs. 36.30

   (b) The life assured under an endowment with profit policy for 25 years for Rs. 1,00,000 SA.
       DOC 20-07-2010. Date of Death: 18-02-2023 Quarterly premium Rs. 500/- due in January was paid. Bonus vested Rs. 50,000.

   (c) Explain Concept of Level Premium with diagram.

3. **Answer any TWO of the following. (CO 4) (K-1)**   **(6 Marks)**

   (a) Differentiate between Buy, Build and Collaborate Model of acquiring capabilities wrt to Investment and Differentiation.
   (b) Explain Supplier and Aggregator role of Insurance Ecosystem players.
   (c) Explain role of IOT in improved decision making.

4. **Answer any TWO of the following. (CO 5) (K-2)**   **(6 Marks)**

   (a) How empowering insurance agents with Advance Digital Capabilities will help insurance companies?
   (b) How Improved Technology help Property & Casualty Insurance Companies to improve underwriting profitability?
   (c) How do Transparent Pricing, benefits patients players and providers wrt to Healthcare Insurance?

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5. **Solve/Answer any ONE of the following. (CO3) (K-3)** (6 Marks)

(a) Find out the insurance need of Mr. Shah as per both method "Need based Method".
Mr. and Mrs. Shah, aged 43 and 40, both have a life expectancy of 40 years. Their data sheet depicts the following information.

-   Mr. Shah is the sole breadwinner of the family.
-   Income of Mr. Shah post tax is Rs. 25 lac.
-   Annual Expenses Rs. 15 lac (including Rs. 3 lac of Mr. Shah's personal expenses).
-   Inflation rate is 5% p.a; Return is 11%
-   Onetime Expenses after 15 years is Rs. 10 Lakh.
-   Final Expenditure is Rs.25,000
-   Current Investment is Rs. 30,00,000

Find out the insurance need of Mr. Shah as per both method "Need based Method".
(Round off final answer to multiple of Rs. 10,000)

Formula for PV of Annuity Due

$$PV_{Annuity-Due} = \left(\frac{Annuity}{r}\right) x \left(1 - \frac{1}{(1+r)^t}\right) x (1+r)$$

(b) Differentiate between Human Life Value and Need Based Method as method for estimating the Insurance Need.

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2022-2024 BATCH

[PGDM – FINANCIAL MARKETS]

SUBJECT: FINANCIAL PLANNING & WEALTH MANAGEMENT

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Marks: 30

Max. Duration: 90 minutes

Notes: All questions are mandatory.

(4 Marks)

1. **Answer/Sove any TWO of the following. (CO1) (K-1)**

   (a) List down 6 steps of Financial Planning Process.

   (b) What are types of expenditure to be consider in Cash Flow planning?

   (c) Mr. A has Rs. 30,000 cash at his home and Rs. 1,00,000 lying in his saving account.
   He has Rs. 2,00,000 FD. He has investment in mutual fund of Rs. 1,50,000 and shares of
   Rs. 75,000. His monthly expenses sum up to around
   Rs. 35,000. Calculate expanded liquidity ratio.

(4 Marks)

2. **Answer any ONE of the following. (CO2) (K-1)**

   (a) Explain PPF as an Investment Product wrt to following.
   Minimum Amount; Maturity; Interest rate; Calculation of Corpus; Tax Treatment.

   (b) Features of Gold ETF.

(8 Marks)

3. **Answer/Sove any TWO of the following. (CO3) (K-2)**

   (a) A policy for Rs. 20 lakhs is taken on 15-July-2023 for 15 years with DAB.
   Tabular premium is Rs. 35.50; DAB is Rs. 1.00 per thousand.
   SA Rebate Rs. 1.50. Yearly mode is Rs. 2.00

   (b) Fill following table of deduction and final claim.

Deduction Type	Deductible (Rs.)	Claim Filed (Rs.)	Claim to be Paid (Rs.)
Franchise	5,000	3,000	
Excess	5,000	5,000	
Excess	10,000	12,000	
Co-Payment	20%	15,000	

   (c) Explain Need Based as method for estimating the Insurance Need.

4. **Answer/Sove any TWO of the following. (CO4) (K-2)** (8 Marks)

a) Find out SIP (Monthly) with formula, round off to near Rs. 100, given Retirement Corpus Required is Rs. 3 crore Expected Equity Return is 15% (For Rs. 2 cr) Expected Debt Return 8.5% (For Rs. 1 cr) and there is 20 years left to Retire

$$Future\ Value_{Annuity\ Due} = Annuity\ (SIP) \times \left[\frac{(1+i)^n - 1}{i}\right] \times (1+i)$$

b) Explain Longer Life Span, Inflation and Standard of Living as need for retirement planning.

c) What is Annuity (wrt Pension)? Explain Fixed and Annual annuity.

5. **Answer/Sove any ONE of the following. (CO5) (K-2)** (6 Marks)

a) Laxman, 30 years, furnishes following information for the year ending March 31, 2023 –

	Rs.
Net Income from Salary (after TDS of Rs.1,10,000)	9,90,000
Interest on Bank Fixed Deposits (after TDS of Rs. 7,000)	Rs. 54,000
Interest on Saving Bank Account	Rs. 5,000
Deductions under 80C	Rs. 1,60,000
Deduction under 80 D (Medical Insurance Premium) (for family – Rs. 25,000; for senior parents – Rs. 35,000)	Rs. 60,000

Compute the Total Tax Liability and the Tax Payable by Laxman for the assessment year 2023-24 (old method).

b) Explain Old and New Regime of Taxes.

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2022-2024 BATCH

[PGDM – HUMAN RESOURCE MANAGEMENT]

SUBJECT: PERSONAL TAX PLANNING

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

Q.1) A) Calculate TAXABLE INCOME of Mrs. ABC, for the previous yr. .2022-23. Find out Taxable income.

(Marks10) (CO3)(K3)

(i) Basic Salary@ Rs 200,000/- p.m.
(ii)She Received Lottery Prize of Rs 50000 .
(iii) She Received Dearness Allowance @ Rs.1,00,000/- p.m.
(iv) She received Arrears of salaries Rs.1,50,000/- .
(v) She Paid School fees of Rs.25,000 of her Son.
(vi) Employer deducted Provident fund Rs.20,000/- per month.
(vii) She paid Rs 12000/- for tea and coffee during office hours
(viii) She received Advance salary of One month Basic plus DA
(ix) She received house rent allowance of Rs 65000/ per month
(x) As per section 10(13A) exemption calculated for the year is Rs 7,20,000/

OR

Q1)   Write note on
a) Taxability of commutation of pension   **(Marks 5) (CO5)(K1)**
b) Deductions allowed from gross salary   **(Marks 5) (CO3)(K1)**

Q.2) Find Whether Mr A and Mrs A are Resident and ordinarily resident?
Stay in India of Mr A and Mrs A is as follows.   **(Marks 10) (CO4)(K2)**

Year	Mr A	Mrs A
2011-12	300	250
2012-13	300	250
2013-14	300	250
2014-15	300	250
2015-16	300	250
2016-17	300	250
2017-18	300	90
2018-19	90	80
2019-20	90	60
2020-21	90	0
2021-22	100	70
2022-23	110	60

OR

Q2) All Perquisites and Allowances are taxable So Tax Planning is not possible .Do you agree with the statement. Explain with the help of 10 different examples   **(Marks 10) (CO5)(K2)**

Q3) Write Note on Any **Two** of the followings.
1) Assessee   **(Marks 5) (CO1)(K1)**
2) Deductions from Income from House Property.   **(Marks 5) (CO1)(K1)**
3) Deduction U/S. 80 D   **(Marks 5) (CO2)(K1)**

<div align="center"><u>OR</u></div>

Q3 Write Note on **Any Two** of the following.
1)Income Exempted from Tax   **(Marks 5) (CO1)(K1)**
2) Tds provisions for Salaried employees   **(Marks 5) (CO1)(K1)**
3) Deduction U/S 80 C   **(Marks 5) (CO2)(K1)**

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2022-2024 BATCH

[PGDM – INTERNATIONAL BUSINESS]

SUBJECT: BUSINESS ANALYTICS

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

Part I

Q.1. Objective Type Questions   [CO 1] [5X1 = 5 Marks]

1A] Which of the following statement is true about Business Intelligence?
A. BI convert raw data into meaningful information
B. BI has a direct impact on organization's strategic, tactical and operational business decisions.
C. BI tools perform data analysis and create reports, summaries, dashboards, maps, graphs, and charts
D. All of the above

1B] _____ is a system where operations like data extraction, transformation and loading operations are executed.
A. Data staging
B. Data integration
C. ETL
D. None of the above

1C] Bottom-up design of data warehouse is built from a series of incremental, architected data marts.
A. TRUE
B. FALSE

1D] What is DFD stands for?
A. Data Flowchart Diagram
B. Data Flow Diagram
C. Depict Flow Diagram
D. Data Flow Depicts

1E] A data warehouse is which of the following?
A. Can be updated by end users.
B. Contains numerous naming conventions and formats.
C. Contains numerous naming conventions and formats.
D. Contains only current data.

Part II

Marks 10 each

Q.2. Answer anyone:
2A] Explain the different Datawarehouse methodologies in detail.   (CO3)   (10)

2B] Write short note on: (CO3)
a. How to represent geospatial (location based) data in Tableau. Write steps.   (5)
b. List out some of the features of Tableau?   (5)

Q.3. Differentiate between any two: (CO2)   [5 * 2 = 10 marks]

3A] Business Intelligence and Business Analytics
3B] Centralised versus Prescriptive Analytics
3C] Conceptual and Physical design of Database

Part IV

(CO1) [5 Marks]

Q.4. Map visualization is essential for companies like Uber that need to track metrics using geo-space points. Suggest relevant data visualisation tool with reason that can be utilised by the company.

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2022-2024 BATCH

[PGDM – RETAIL MANAGEMENT AND MARKETING]

SUBJECT: BIG DATA ANALYTICS

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   Max. Marks: 30

Section A (Attempt All)

Q.1A] What is Storage, Processing & Analytics in Big Data? (2 marks) (CO2, K3)

Q.1B] How are the below mentioned tools used in Data Analytics? (3 marks) (CO3,K5)
  a. Excel
  b. Tableau
  c. Python

Q.1C] What are the 7 Global Data Privacy Principles? (5 marks) (CO4,K4)

Section B (Attempt any 2)

Q.2A] Explain the uses of any 5 clauses of SQL? (5 marks) (CO5,K6)

Q.2B] Explain any 5 ways of how Big Data is changing E-commerce? (5 marks) (CO5,K6)

Q.2C] Explain Hadoop & it's features? (5 marks) (CO5,K6)

Section C (Attempt any 2)

Q.3A] How Procter & Gamble uses Google Cloud to improve consumer experience? (5 marks) (CO3,K5)

Q.3B] How is Colgate using Google Workspace to serve millions of families worldwide? (5 marks) (CO3,K5)

Q.3C] How is Target creating Customer Delight with Google Cloud? (5 marks) (CO3,K5)

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)
PGDM 2022-2024 BATCH
[PGDM – BUSINESS ANALYTICS]
SUBJECT: ANALYTICAL MODELLING WITH R
[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 2.30 minutes   Max. Marks: 60

Note: **All questions are mandatory.** New questions should be started on a new page.

Q1.   **[10 Marks]**

1. Which of the following is true for a vector in R?   (CO1-2 mks)
   A. It is a homogenous 1-dimensional data structure
   B. It is not a homogenous 1-dimensional data structure
   C. It is a heterogenous 1-dimensional data structure
   D. None of the above

2. Which function cannot be used to import a csv file?   (CO1-2mks)
   A. read_csv()   B. read.csv()
   C. read_excel()   D. None of the above

3. Which of the following is /are True with respect to R   ?   (CO1-2 mks)
   A. Variables can be assigned only using the leftward (<-) operator
   B. Variables can be assigned only using the rightward (->) operator
   C. Variables can be assigned using the leftward (<-), rightward(->) and equal to (=) operator
   D. None of the above

4. In R Programming, the function **class()** belongs to which library ?   (CO1-2 mks)
   A. Stats   B. base
   C. utils   D. class

5. Which of the following file format can be read into R for analytical modelling?   (CO1-2 mks)
   A. Xml   B. txt
   C. xls   D. All of the above

Q2.   **[6 Marks]**
                                                                        (CO2-3 mks)
1.) Which of the following statement is TRUE about compare.list() function
   A. Compares the elements of 2 lists of the same length   B. It is part of useful package
   C. None of the above   D. Both (A) & (B) are true

2.) Which of the following statement is TRUE?   (CO2- 3 Marks)
   A. Arrays are the R data objects which can store data in more than two dimensions.
   B. Arrays in R can store n-dimensional data objects   C. Arrays in R can store multiple matrices
   D. All of the above

Q3.

1). **[9 Marks]**

mtcars[2,4] is the NOT the same as mtcars[c(2,4),]. Explain why?... (CO3 – 3 Marks)

The top 5 records of mtcars dataset is given below for reference

	mpg	cyl	disp	hp	drat	wt	qsec	vs	am	gear	carb
Mazda RX4	21.0	6	160	110	3.90	2.620	16.46	0	1	4	4
Mazda RX4 Wag	21.0	6	160	110	3.90	2.875	17.02	0	1	4	4
Datsun 710	22.8	4	108	93	3.85	2.320	18.61	1	1	4	1
Hornet 4 Drive	21.4	6	258	110	3.08	3.215	19.44	1	0	3	1
Hornet Sportabout	18.7	8	360	175	3.15	3.440	17.02	0	0	3	2

2). The following code converts all variables in dataframe to factor variables. Fill in the blanks.   (CO3 – 3 Marks)

```
install.packages("_____")
library(_____)
var = my_dataframe %>% _____(funs(as.factor))
```

3). Create a dataframe object in R using only the first 5 rows from the mtcars dataset   (CO3 – 3 Marks)

Q4. Select a dataset – mtcars with 32 observations and 11 variables   (CO4 – **5 Marks**)
(Refer Q5 for structure and metadata on mtcars)
Write an R code snippet for aggregating mean of weight(wt) at group level – (Cylinders) – (mention all libraries)

Q5. Select a dataset – mtcars with 32 observations and 11 variables.
You are required to study the impact of weight and Rear axle ratio on Miles/(US) gallon.
Write a code snippet for creating a predictive model (using a test dataset) in R and evaluate its performance
(HINT: model parameters are given below)

Coefficients:

(Intercept)	wt	drat
36.2714	-5.4239	0.2926

'data.frame':   32 obs. of 11 variables:

#variables	Name	
$ mpg	Miles/(US) gallon	num 21 21 22.8 21.4 18.7 18.1 14.3 24.4 22.8 19.2 ...
$ cyl	Number of cylinders	num 6 6 4 6 8 6 8 4 4 6 ...
$ disp	Displacement (cu.in.)	num 160 160 108 258 360 ...
$ hp	Gross horsepower	num 110 110 93 110 175 105 245 62 95 123 ...
$ drat	Rear axle ratio	num 3.9 3.9 3.85 3.08 3.15 2.76 3.21 3.69 3.92 3.92 ...
$ wt	Weight (1000 lbs)	num 2.62 2.88 2.32 3.21 3.44 ...
$ qsec	1/4 mile time	num 16.5 17 18.6 19.4 17 ...
$ vs	Engine (0 = V-shaped, 1 = straight)	num 0 0 1 1 0 1 0 1 1 1 ...
$ am	Transmission (0 = automatic, 1 = manual)	num 1 1 1 0 0 0 0 0 0 0 ...
$ gear	Number of forward gears	num 4 4 4 3 3 3 3 4 4 4 ...
$ carb	Number of carburetors	num 4 4 1 1 2 1 4 2 2 4 ...

a) Mention /define libraries for model preparation (if any)   (CO5- 5mks)
b) Define datasets for model creation and predictions   (CO5- 5mks)
c) Create the model   (CO5- 5mks)
d) Predict values for Miles/(US) gallon based on test dataset (mention all libraries used)   (CO5- 5mks)
e) Evaluate model performance using below 2 parameters (mention libraries used)
      a. Root mean squared error   (CO5- 5mks)
      b. Coefficient of Determination   (CO5- 5mks)

Best of Luck !!

⛭ INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)
PGDM 2022-2024 BATCH
[PGDM – FINTECH]

SUBJECT: BANKING AND BANKING TECHNOLOGY

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 2.30 minutes   **Max. Marks: 60**

Notes: All questions are mandatory.

1. **Answer any TWO of the following. (CO1) (K-1)**   **(10 Marks)**

   (a) What are the functions of RBI?
   (b) Explain 'Safety' and 'Liquidity' management wrt to maintaining trust by the Banks.
   (c) Explain DICGC Scheme of Deposit Insurance.

2. **Answer any TWO of the following. (CO2) (K-1)**   **(10 Marks)**

   (a) Explain Fixed and Flexi Term Deposits.
   (b) Explain different types of Cheques.
   (c) Differentiate between RTGS, IMPS, and NEFT wrt to Minimum Transfer Value, Maximum Transfer Value, Regulatory Body and Settlement Type.

3. **Answer any THREE of the following. (CO 4) (K-3)**   **(15 Marks)**

   (a) Explain Ring and Mesh Topology.
   (b) What are the benefits of IS Audit.
   (c) Write a note on the different servers falling under Data center of a bank.
   (d) What is Basic Data Warehouse Architecture? Explain Data Source and ETL Process.

4. **Answer any TWO of the following. (CO 4) (K-2)**   **(10 Marks)**

   (a) What are Account Aggregators in India? Give examples.
   (b) What is Green Field, Brown Field and Blue Field Strategy used by banks for going digital?
   (c) Difference between Digital Banks and Neo Banks.

5. **Answer/ Solve any THREE of the following. (CO3) (K-2)**   **(15 Marks)**

(a) Calculate Maximum Permissible Bank Finance under Operating Cycle Method.
   (Write down all formulas)

Particulars	Units
Procurement of Raw Materials	15 days
Process Time	30 days
Average time of holding finished goods	25 days
Average Collection Period	25 days
Total Operating Cycle	?
Operating Cycle in a year	?
Raw Materials	Rs. 35 mn
Processing	Rs. 75 mn
Employee	Rs. 30 mn
Total Operating Expenses	?
Working Capital Requirement	?

(b) Calculate Maximum Permissible Bank Finance under first two methods of Tandon Committee. (Write down all formulas)

Current Liabilities	Rs. Crs
Creditors	400
Other current liabilities	150
Bank borrowing	500
Total	1050
Current Assets	Rs. Crs
Raw material	600
Finished Goods	200
Receivables	230
Other Current Assets	510
Total	1340
Core Current Assets (Rs. Cr)	300

(c) Calculate Maximum Permissible Bank Finance under Drawing Limit.

Particulars	Rs. Crs	Margin	Drawing Power
Raw Materials	7		
Average Credit	3		
Net Raw Materials Stock	?	20%	?
Semi Finished Goods	3	20%	?
Finished Goods	5	25%	
Obsolete more than 90 days	2		
Net Stock	?		?
Book debts	10		
Book debts older than 90 days	3		
Net Book Debts	?	40%	?
Total MPBF under DP			?

(d) What are NPAs in banks? Explain 3 categories of NPA.

INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2022-2024 BATCH

[PGDM – INTERNATIONAL BUSINESS]

SUBJECT: GLOBAL OPERATIONS MANAGEMENT

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 2.30 minutes   **Max. Marks: 60**

Note: 1. All questions carry equal marks.   2. Solve any 6 questions.

Q.1. Which are the driving forces for globalization process, describe? explain in detail?   (CO2)   10 Marks

Q2. As a Supply Chain Head of a global firm which parameters will you apply to choose a global plant location?
(CO 3)   10 Marks

Q.3. Compare traditional vs partnership approach for strategic sourcing? Explain Strategic Importance and Criticality Matrix? (CO4)   10 Marks

Q.4. Write short notes on any 4 of the following. (CO3) 10 Marks
    A.   Supplier Pyramid with Tiers
    B   Global Locations Benefits & Disadvantages
    C.   Risks due to Operations Exposure
    D.   Five concepts of TQM
    E.   Functions & Guidelines for MPS
    F.   Category Strategy

Q.5. What are the benefits of Quality Control? Which are the dimensions of service quality? (CO3)   10 Marks

Q.6 Explain five forces with reference to sourcing? (CO4)   10 Marks

Q.7 How to develop a strategic plan for future, explain with steps as per TQM principles? (CO3)   10 Marks

Q.8. Explain Strategic Sourcing Process in detail? (CO4)   10 Marks

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT
(ITM BUSINESS SCHOOL – NAVI MUMBAI)
PGDM 2022-2024 BATCH
[PGDM – MARKETING]

SUBJECT: BUSINESS TO BUSINESS MARKETING

SEMESTER-3 TERM END EXAMINATION JANUARY - 2024

Max. Duration: 90 minutes   **Max. Marks: 30**

SECTION A - Section A carries 2 questions out of which question no 1 is compulsory. Answer any one question out of Q2 A and Q2 B

Case Study (Compulsory)

Q1. Study the following case carefully and answer the questions below (2 Questions X 5 Marks Each = 10 Marks)

Intuit's user-friendly accounting and tax software solutions have created a highly profitable business and a loyal customer base. QuickBooks, one of its flagship products, provides accounting and management solutions to small and medium size businesses (SMBs) and enjoys monopoly like market leadership. The relatively low-price points high switching costs and widespread adoption of company's accounting solutions leave Intuit well positioned for growth in this attractive market. There are roughly 300,000 new SMBs formed annually in the United States. Intuit also offers payroll and payment services to SMBs. According to the firm, future growth appears promising because only 40 percent of QuickBooks customers use their payroll services and less than 10 percent of those users have adopted Intuit's payment services.

While enjoying leadership position in the SMB market, Intuit may need to increase its R&D expenditure to keep Microsoft and other internet-based competitors at bay. While the firm currently benefits from strong distribution channel, the advent of cloud computing could level the playing field. For example, multiple providers of accounting solutions already offer their solutions through Google's GOOG App Engine

Questions-
A) To sustain its leadership position in the SMB Market, Evaluate the differentiating value proposition the Intuit should offer to customers. **(CO5_K5)** (5 Marks)
B) Evaluate how Intuit's internal business Processes (for example, Operations, customer management, Innovation Management might be aligned to achieve targeted revenue and profit goals for the SMB market. **(CO5_K5)** (5 Marks)

Q2 A. The Funskool company recently decided to develop a new electronic game. An Industrial electronic components supplier wants to supply to Funskool. What is the likely composition of the buying center at Funskool?
(CO2_K3) (4 Marks)

OR

Q2 B. Hindustan Liver Limited derives more than Rs 7500 Crores of sales from B2B segment (Hospitals, Schools, Restaurants). Explain how Hindustan Lever Limited can use the techniques of Macro and Micro segmentation for market segmentation for their institutional (B2B) Market. **(CO2_K3)** (4 Marks)

SECTION B - Q3 Write short notes on (Any 4)   **(4 Marks X4=16 Marks)**

A] BCG Global Advantage Diamond (CO1_K2)   B] B2B Marketing Channels (CO1_K2)
C] Pricing Strategies for new products (CO1_K2)   D] Trade show strategy for B2B (CO1_K2)
E] Advertising and sales promotion in B2B environment (CO1_K2)
F] Traditional Selling V/S Account Management (CO1_K2)
G] Qualitative and Quantitative Techniques of forecasting Demand (CO1_K2)

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT
(ITM BUSINESS SCHOOL – NAVI MUMBAI)
PGDM 2022-2024 BATCH
[PGDM – FINANCIAL MANAGEMENT]
SUBJECT: TREASURY AND FOREX MANAGEMENT
SEMESTER-3 TERM END EXAMINATION JANUARY - 2024

Max. Duration: 90 minutes　　　　　　　　　　　　　　　　**Max. Marks: 30**

Notes: All questions are compulsory.

Q1. a) How does treasury contribute to risk management in a firm within a global framework?　**(CO1-K1)(2 Marks)**

b) What are money market instruments and how do they differ from other financial instruments? **(CO1-K1)(2 Marks)**

Q2. a) What role do interest rate play in determining the prices of money market instruments?　**(CO2-K1)(2 Marks)**

b) What is Value at Risk (VAR) and its use in portfolio management?　**(CO2-K1)(2 Marks)**

Q3 What are different types of exchange rates in Foreign Exchange?　**(CO3-K2) (6 Marks)**

OR

Calculate rate for Export & Import for by showing all steps:　**(CO3-K2)(6 Marks)**
　　　i)　　13/01/2024
　　　ii)　　31/01/2024

USD JPY Spot	146.14	146.16
USDJPY 1M FWD	-82.2	-81.79
USDJPY 2M FWD	-145.4	-145.08
USDJPY 3M FWD	-210.42	-209.96

Given Date : 11/12/2023

Q4. What is impact of currency price movements on Forex Settlement? (Write any 4 impacts)　**(CO4-K2)(8 Marks)**

Q5. a) Explain the concept of duration and its relevance in global bond market during interest rate changes.　**(CO5-K3)(4 Marks)**

b) Discuss the limitation of using duration alone in managing portfolio risk.　**(CO5-K3)(4 Marks)**

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2022-2024 BATCH

[PGDM – OPERATIONS & SCM]

SUBJECT: OPERATIONS STRATEGY

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

Q.1. State whether the following statement is True / False. ...5 Marks

A. Operations Strategy acts as a bridge between Corporate Strategy and its execution, translating overall goals into concrete operational actions. **(CO1_K1)**

B. A successful Operations Strategy solely focuses on cost reduction and ignores factors like quality and customer satisfaction. **(CO1_K1)**

C. Aligning operations with Corporate Strategy requires flexibility and adaptability, allowing adjustments to changing market conditions. **(CO1_K1)**

D. The role of Operations Strategy is static and doesn't need to evolve alongside evolving Corporate Strategy. **(CO1_K1)**

E. Investing in technology and automation can significantly improve operational efficiency and support the achievement of corporate goals. **(CO1_K1)**

Q.2 Answer any 1 question.

A. Explain Newsvendor Model. **(CO2_K2)** ...5 Marks

B. Explain EOQ models in Inventory Management. **(CO2_K2)** ...5 Marks

C. Explain five Generic Performance objective. **(CO2_K2)** ...5 Marks

Q.3. Write short notes.

(3A) Explain Process Capacity and Flow Rate. **(CO3_K2)** ...6 Marks

                                OR

(3A) Explain Newsvendor Model in Probabilistic Models – **(CO3_K2)** ...6 Marks

(3B) Explain Operations Strategy Implementation – **(CO4_K2)** ...6 Marks

                                OR

(3B) Explain Risk Management with any one example. - **(CO4_K2)** ...6 Marks

Q.4. Answer any one question –

1. Five jobs A, B, C, D and E are to be processed on three machines P, Q and R in the order PQR.

Jobs	Processing Time (Minutes)		
	Machine P	Machine Q	Machine R
A	22	21	23
B	25	22	24
C	23	19	22
D	22	20	25
E	24	19	20

Find   a)   Total elapsed time (minimum).

        b)   Idle time for each machine P, Q and R   **(CO5_K3)** ...8 Marks

2. Explain Process Capacity and Flow Rate in evaluating process capacity. **(CO5_K3)** ...8 Marks

3. Explain any two methods of Job Shop Scheduling. **(CO5_K3)** ...8 Marks

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)
PGDM 2022-2024 BATCH
[PGDM – DIGITAL MARKETING AND TRANSFORMATION]
SUBJECT: BUSINESS INTELLIGENCE AND BIG DATA ANALYTICS
[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

Q1. Case Study – 2.5 Marks Each   **(CO3) (K2/K3)**   *(5 marks)*

Analyse the following applications and state which type of analytics (Descriptive or Predictive or Prescriptive Analytics) they follow. Also substantiate your claim by stating the reasons in terms of statistical methods used in it, types of questions answered and its corresponding use.
Application 1 - Finding the number of posts, mentions, followers, fans, page reviews, reviews, pins on social media.
Application 2 – Measuring number of patients who are clinically obese, then add filters foe factors like diabetes and LDL cholesterol levels to determine where to focus treatment.

Q2. Write short notes on any two (CO2/CO1) (K2)   *(10 marks)*

   A. Hadoop Ecosystem
   B. 9 Vs of Big Data
   C. Operators in R
   D. Cloud deployment models

Q.3. Please Explain the Following Technology any 1: (CO2/CO1) (K2)   *(10 marks)*

   A. What is data mining process and how is it used to prevent the credit card fraud? **(CO2) (K2)**
   B. Define business intelligence, provide its framework and give one example of the insights derived in the retail industry **(CO2) (K2)**
   C. Name the structures in R, explain its use and provide one example of the syntax to create each structure in R. **(CO1) (K2)**

Q4. Multiple Choice Questions: (CO1) (K2)   *(5 marks)*

   1. Which of the following statements are true regarding PowerPivot?
       a. PowerPivot streamlines the process of integrating data from multiple sources like databases, spreadsheets, reports and text files.
       b. PowerPivot does not allow access to slicers when working on data in PowerPivot
       c. Version control and tracking are NOT supported by PowerPivot
       d. All of the above

2. Slicers are filtering components which are used to filter the data in a PivotTable report? Select TRUE or FALSE
   a. TRUE
   b. FALSE

3. Tick the correct way to create a list of strings from the following options.
   a. fruits <- list ("banana", "apple", "orange")
   b. fruits <- v ("banana", "apple", "orange")
   c. fruits <- vectorOf ("banana", "apple", "orange")
   d. fruits <- c ("banana", "apple", "orange")

4. Which function is used to add additional columns in a matrix from the following?
   a. append_item()
   b. add()
   c. cbind()
   d. join()

5. The value of a string variable can be surrounded by single quotes. Select TRUE or FALSE.
   a. TRUE
   b. FALSE

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2022-2024 BATCH

[PGDM – FINANCIAL MARKETS]

SUBJECT: BANK MANAGEMENT

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

Notes: All questions are mandatory.

1. **Answer any ONE of the following. (CO1) (K-1)**   **(3 Marks)**

    (a) List down different segments under Priority Sector Lending with their minimum percentage.

    (b) Explain student Credit Card as a product.

2. **Answer any TWO of the following. (CO 3) (K-2)**   **(8 Marks)**

    (a) What are NPAs in banks? Explain 3 categories of NPA.

    (b) What are the recovery mechanisms under SARFAESI Act.

    (c) Explain 5 Cs of Credit.

3. **Answer any TWO of the following. (CO 4) (K-1)**   **(8 Marks)**

    (a) What are the function of Banking Distribution Channels.

    (b) What is Channel Management. Explain Chanel Types.

    (c) Explain how Internet Banking works with diagram.

4. **Answer any ONE of the following. (CO 5) (K-2)**   **(6 Marks)**

    (a) What are Neo Banks in India. Give examples.

    (b) What is Green Field and Brown Field Strategy used by banks for going digital.

5. **Solve any ONE of the following. (CO2) (K-3)** (5 Marks)

(a) Calculate Maximum Permissible Bank Finance under Operating Cycle Method.
   (Write down all formulas)

Particulars	Units
Procurement of Raw Materials	15 days
Process Time	30 days
Average time of holding finished goods	25 days
Average Collection Period	25 days
Total Operating Cycle	?
Operating Cycle in a year	?
Raw Materials	Rs. 35 mn
Processing	Rs. 75 mn
Employee	Rs. 30 mn
Total Operating Expenses	?
Working Capital Requirement	?

(b) Calculate Maximum Permissible Bank Finance under first two methods of Tandon Committee. (Write down all formulas)

Current Liabilities	Rs. Crs
Creditors	400
Other current liabilities	150
Bank borrowing	500
Total	1050
Current Assets	Rs. Cr
Raw material	600
Finished Goods	200
Receivables	230
Other Current Assets	510
Total	1340
Core Current Assets (Rs. Cr)	300

ITM INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2022-2024 BATCH

[PGDM – HUMAN RESOURCE MANAGEMENT]

SUBJECT: HR ANALYTICS

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

Answer any two questions - Each 5 marks.

1. What is hiring Analytics? Give one metric at each stage of hiring a candidate. **(CO1) K1**

2. What are Lead and lag measures and Efficiency and effectiveness Measures? Explain with an example.
   (CO1) K2

3. What is meant by HR Analytics? Explain the different types of stages of HR Analytics with an example.
   (CO1) K2

Each Question 10 marks (Total 20)

4. What is linear and logistic regression? When you will use both. **(CO4) K3**

5. What are Mean, median, and Mode? Explain with Examples. What is correlation? Give two examples of correlation. **(CO4) K3**

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)
PGDM 2022-2024 BATCH
[PGDM – RETAIL MANAGEMENT AND MARKETING]

SUBJECT: BRAND MANAGEMENT

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   Max. Marks: 30

Section A (8 Marks)

Mother dairy Mother Dairy Fruits & Vegetables, a company with a billion-dollar (Rs 4,200-crore) turnover, has been a well-established player in NCR . known for products the firm has been largest seller of milk in NCR , with 65% of the revenue being contributed by milk. Amul entered Delhi market five years back and in 2011 with in a span on 4years it defeated mother dairy in terms of market share Amul procures fresh milk and packages it. Mother dairy adds powder milk in its products to the tune of 40% . This spoils the taste of the product . Also Amul is credited with more awareness and knowledge about its products amongst consumers. Amul is a leader in the ice cream segment of the country . Their capacity to develop products and gain market leadership helped them gain substantial share in the NCR region in the milk segment raising question marks on the brand equity of the company. Mother Dairy has been market leader in NCR for 35 years . Losing ground to Amul in 2011 in the milk segment is forcing company to rethink its strategy . They plan to increase their capacity and also expand procurement of the milk. One of the regions why consumer shifted to Amul has been difference in the taste of the milk . Amul milk is fresh where as a portion of mother dairy milk is reconstituted . Mother dairy sells through its own outlets and home delivery is not possible where as Amul used channel and home delivery of the milk is possible . Mother dairy milk price has been less than the price of Amul milk , still a huge number of mother dairy loyals moved to Amul. Now Mother dairy is restructuring its strategy and systems to combat Amul .

Question 1:   (CO3, K3)

A. What would you suggest to Mother Dairy for its revitalization plan.   (5marks)
B. Develop Resonance for Mother Dairy.   (3marks)

Section B : Applied Qs (Each Q carries 6 Marks)

Q2. Considering Nestle as a brand. What you would suggest as a Brand Manager in

A.) What new product or services should be introduced for a brand. (CO3, K2)…3Marks

B) How can brand strike with young Parents in Indian market in their category. (CO3, K2) …3Marks

(Hint: Answer has to be w.r.t. articles shared and done in class). Explain with strategies in detail.

Q3. Once successful child's dietary supplement, Dabur Chyawanprash's (DCP) challenges seemed insurmountable, namely, being considered an 'old brand', unclear benefits and strong taste barriers. Everybody thinks they should have it but somehow it never becomes a habit. DCP had to find its foothold once again in the Indian Market. While all the powdered milk energy drinks were talking about giving the child physical stamina, mental alertness and even faster growth, none of them were promising anything to keep the child protected from illness – the biggest worry of an Indian mother! Dabur Chyawanprash, with its promise of 3X immunity, was the perfect arsenal in the worried Indian mother's armoury to protect her child from falling ill in winters. Two films – one highlighting the different flavours of DCP (Mango & mixed fruit) and the other, making its benefits much bigger than the perceived bad taste – worked in tandem to generate trials and change the peoples' idea of the brand. The brand tried to make consumption of DCP a winter habit. The brand saw an 8% hike in adoption ratios and consumption levels, as well as a 57% surge in winter relevance.

Discuss in detail how Dabur Chyawanprash 'an old brand' can revitalise itself and come up stronger in the face of new competition and changing market segment. Detail the Brand Strategy which help it to sustain the market. *(Hint: Use the Class Brand Project Pointers to answer)* [6Marks]   **(CO3, K3)**

Section C   **[10 MARKS]**
Q4. Short Notes: Attempt any 2 with examples (2x5)
  a) Value stages in the brand value chain. (CO2, K2)
  b) CBBE model. (CO2, K2)
  c) Aaker Model. (CO2, K2)
  d) Rebranding & its impact. (CO2, K2)

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ITM INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2022-2024 BATCH

[PGDM – HUMAN RESOURCE MANAGEMENT]

SUBJECT: CHANGE MANAGEMENT & ORGANIZATIONAL DEVELOPMENT

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 2.30 minutes   **Max. Marks: 60**

Q-1) Write Short Notes on: (Any three) (Marks 5x3=15)

 a) Leavitt's Diamond model. **[CO1_K1]**
 b) Organization Learning. **[CO1_K1]**
 c) Components of OD program. **[CO1_K1]**
 d) Goal Setting as an HRM Intervention. **[CO1_K1]**
 e) Kubler Ross Change curve. **[CO1_K1]**
 f) Process Structure. **[CO1_K1]**

Q-2) Answer the following (Any two) (Marks 7.5 x2= 15).

 a) How does McKinsey's 7S Framework contribute to organizational analysis? Provide a comprehensive examination of the seven elements and discuss how the interplay between these components influences organizational effectiveness. **[CO2_K2]**
 b) Define Human Process Interventions and elaborate any of two Human Process interventions. Provide detailed explanation to demonstrate your understanding. **[CO2_K2]**
 c) Explain Kotter's Change Model, providing a detailed explanation of its sequential stages. **[CO2_K2]**
 d) Define Organizational Development and explain the Action Research Model as it relates to organizational development. **[CO2_K2]**

Q-3) Answer the following: (Any Two) (7.5 X2= 15)

 a) Imagine a scenario where a senior sales manager at a multinational software company is handling a long-term client who has recently been denied a software upgrade due to budget constraints. The client has been a loyal customer for over a decade. Describe how, as the sales manager, you would address the conflict, considering the financial constraints of the client. Additionally, discuss how applying principles of Appreciative Inquiry in Organizational Development (OD) might assist in resolving the conflict. **[CO4_K2]**
 b) Select a company within a specific industry sector that has been in operation for a minimum of ten years. Explore a recent cultural change initiative implemented by the organization. Discuss the role of leadership in driving and sustaining cultural change and describe Level 5 Leadership. **[CO4_K2]**
 c) Consider a scenario where a retail company is restructuring its business model to adapt to changing consumer preferences and technological advancements. Propose a change management plan outlining the steps, communication strategies, and employee engagement initiatives to ensure a smooth transition. **[CO4_K2]**
 d) Discuss key strategies and best practices for managing workforce diversity, considering aspects such as recruitment, inclusion, and career development. Provide examples from real-world scenarios to illustrate successful approaches and highlight potential challenges in implementing and sustaining diversity initiatives within organizations. **[CO4_K2]**

Q-4) Read the case given below and answer the following questions: (Marks 5x3=15).

In a teamwork culture, it is essential for the organization to promote group dynamics so that people can largely be involved in managing discussions that pertain to achieving organizational goals. A successful transformation of the attitude of employee is a prerequisite for the success of organizational change initiatives. The positive attitude of employees' cascade to the effective group dynamics and ultimately enhances the decision-making capability of people and their competency.

Having realized this, Durgapur Steel Plant (DSP), a public sector steel manufacturing unit of Steel Authority of India Limited (SAIL), promoted the culture of teamwork. The integrated steel plant, one of the largest industrial complexes in the state of West Bengal spread over an area of 6.5 sq km, employs a workforce of about 16,000 people. The plant has the rated capacity to produce 2.1 MT of hot metal, 1.9 MT of crude steel, and 1.6 MT of saleable.

With a tremendous setback in its performance in successive years, DSP had huge accumulated losses for years together. The problem increased during the first phase of economic globalization and deregulation with price decontrol mechanism, announced by the Government of India. From a privileged captive market situation, SAIL units including DSP, suddenly witnessed a sea change in the market dynamics. This required that the company quickly respond to the change, transforming the entire organization, including the attitude of employees. To promote group dynamics, at the outset SAIL emphasized on developing a shared vision, urging all its plants and employees to nurture this and to reflect it in their day-to-day work. Box 20.1 outlines SAIL's vision.

Box 20.1 SAILs vision

'To be a respected world-class corporation and the leader in Indian business in quality, productivity, profitability, and customer satisfaction.'

The guiding principles on which the vision statement is based are as follows:
1) We build lasting relationships with customers based on trust and mutual benefit.
2) We uphold the highest ethical standards in conduct of our business.
3) We create and nurture a culture that supports flexibility and learning, and is proactive to change.
4) We chart a challenging career for employees with opportunities for advancement and rewards.
5) We value the opportunity and responsibility to make a meaningful difference in people's life.

DSP's organizational objectives are based on this vision and reflect the organizational intents in its journey towards excellence. Every employee of DSP was given the extensive message of change in the market scenario, and was systematically provided with information on the detailed, stage-by-stage change initiatives taken at the corporate level, to enable them to understand organizational preparedness to compete with the environment. Rigorous in-house training made employees understand the need for change with a positive outlook. Kaizen with 5S, TQM, Quality Circles, etc. reinforced their change initiatives, which among others, also helped in transforming the attitude of the employees.

Among all SAIL units, DSP today proclaims to be the most successful in reaping the advantage of transformation through attitudinal change and group dynamics. The year 2007-2008 results were as follows:

Four figure profit in 2007-2008 for the first time in its history. The plant achieved a profit before tax of Rs.1009 crore or 62 per cent more than the previous year's growth of Rs.624 crore. The plant achieved the highest ever sales turnover of Rs.5275 crore or 23 per cent higher than the previous year's figure of Rs.4288 crore. According to officials, the DSP concluded the 2007-2008 fiscal with an 'all-time best' performance in all the major areas of production, such as hot metal, crude steel, and saleable steel.

Questions:

a) Elaborate on the significance of team building as an organizational development intervention. Discuss how fostering a culture of teamwork contributed to the positive transformation in business results at DSP.
[CO5_K3]

b) Refer to SAIL's vision statement and its guiding principles and analyze the role of a shared vision in fostering a culture of teamwork at DSP, aiding in the realization of its organizational objectives. **[CO5_K3]**

c) Examine the role of continuous improvement strategies such as Kaizen, TQM, and QCs in DSP's organizational change initiatives. How did these strategies contribute to the plant's success in achieving significant improvements in production and financial performance? **[CO5_K3]**

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT
(ITM BUSINESS SCHOOL – NAVI MUMBAI)
PGDM 2022-2024 BATCH
[PGDM – MARKETING]

SUBJECT: SCM AND PHYSICAL DISTRIBUTION

SEMESTER-3 TERM END EXAMINATION JANUARY - 2024

Max. Duration: 90 minutes   **Max. Marks: 30**

Case Study Analysis

Gati Air Express—Redefining Logistics Connectivity

Gati Ltd started in 1989 as a cargo management company and has emerged as a leading express cargo company and a pioneer in distribution and supply chain management solutions in India and Asia Pacific regions. Gati had a professional strength of 6400 dedicated employees and a turnover of INR 751 crores in the year 2009–10. It is well ahead in identifying the segmental logistics needs of Indian markets and providing value-added services to its demanding customers in retail and other sectors. Integration of the latest and best technological innovations in the service and support network comprises the business philosophy of Gati. It has headquarters in Hyderabad, Andhra Pradesh, and an office in Singapore. Recently, Gati has also ventured into the cold-chain network. In a span of 18 years, Gati has explored various ways of providing premium value to the customers, thereby setting benchmarks in service quality and customer satisfaction with the help of value-added logistics solutions.

Gati Air Express specializes in delivering shipments across major locations on the very next day of the order, even during business hours. Some of the prime locations get delivery of the order even before noon sets in. A fleet of dedicated freighters (cargo planes) that fl y during the night and a seamless multimodal network that goes down to the last mile to ensure that shipments arrive on time make this task possible. Gati has promised its customers that freight would be refunded if the assured timelines are not met by the company.

Gati is equipped with over 4000 vehicles on road covering 594 out of 608 districts in India. It also has mechantronic (use of automated machines to carry out operations) as well as warehousing facilities of 1.5 million sq. ft. across all major cities. This helps them in offering world class single-window solutions to the customers. In 1996, Gati tied up with Indian Airlines to facilitate speedier delivery of shipments. This 12-year-old relationship has now been further strengthened with the launch of the co-branded (Air India Gati) air cargo and courier service leading to delivering value services to the customers from the synergies of the two majors in air and surface networks.

Gati was first to run the 'Millennium Parcel Express' train in October 2001 between Mumbai and Kolkata with 10 VPUs (Parcel Van Unit). Unfortunately, in the year 2003, this initiative was discontinued. Now once again Gati has taken the initiative to run the parcel express train between Kalyan (Mumbai) and Guwahati (Assam). The parcel train is a classic example of public private partnership (PPP).

Gati's advantage of seamless connectivity across air, road, ocean, and rail has resulted in a plethora of offerings to the customer, which are unmatched in the industry. Besides having a strong network in India, Gati also has a strong market presence in the Asia Pacific region and SAARC countries. Today, Gati has offices in China, Singapore, Japan, Dubai, Hong Kong, Thailand, Nepal and Sri Lanka and have plans to foray into other markets. Through its nationwide logistics network GATI AIR EXPRESS promises next day before noon delivery to certain locations, particularly the metro cities and national business centers. However, in other locations (B grade cities) the services are for next day delivery.

Question 1: (Each Question carries 5 marks each, both the questions are Compulsory)

1a. What are the value additions that Gati offered in its logistics services to customers? {CO1-K2}

1b. How could Gati get a seamless connectivity in its logistics activities? Discuss the role of partnership in enhancing the effectiveness of logistics systems? {CO1-K2}

Question 2: Long Notes: (Answer any 1 Question, Question Carries 10 marks)

2a. Explain Kraljic Framework Matrix Components in Detail? {CO3-K4}

2b. Explain Components of Channel (Distribution), Channel Power and Channel Conflicts in Detail? {CO3-K4}

Question 3: Short Notes: (Answer any 2 Questions, Each Question Carries 5 marks each)

3a. What are the Modes of Transportation and explain in brief each mode with selection criteria? {CO2-K1}

3b. Explain the seven steps in E-Procurement Process? {CO2-K1}

3c. Explain Bullwhip effect and its cause? {CO1-K1}

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT
(ITM BUSINESS SCHOOL – NAVI MUMBAI)
PGDM 2022-2024 BATCH
[PGDM – FINANCIAL MANAGEMENT]
SUBJECT: INTERNATIONAL FINANCIAL MANAGEMENT
SEMESTER-3 TERM END EXAMINATION JANUARY - 2024

Max. Duration: 90 minutes   **Max. Marks: 30**

Instructions: Attempt questions for 30 marks.
- Read the question paper carefully before attempting any question.
- Crisp, precise, and bullet-point answers will be appreciated.
- Keywords/terms should be underlined.
- Use of a calculator is allowed, and mobile phones are not allowed.

Question No. 1 (Attempt any ONE question from Question No. 1A to 1C = 5 marks)

Question No. 1A:
Inflation rates in India and Australia are 2.86% and 1.3% respectively. The exchange rate is AUD/INR 49.2826. What exchange rates are likely to prevail after 6 months by using the relative PPP formula?

[CO-1/K-1]

Question No. 1B:
Given the following data, explain which indicator (NEER or REER) is revealing the Indian Rupee's competitive advantage over the 6 major currencies and why. **[CO-1/K-1]**

Item	2022 November	2023 November
6-Currency Trade Based Weights Base: 20015-16 =100		
NEER	68.07	67.57
REER	131.96	129.87

Question No. 1C:
Short Note (Any One). [CO-1/K-1]
1) Assessment of BOP Disequilibrium   2) Merits of Flexible Exchange Rate Policy
3) J-Curve   4) Impossible Trinity

Question No. 2 (Attempt any TWO questions from Question No. 2A to 2F, 5 marks each = 10 marks)

Question No. 2A:
Calculate the percentage spread of EUR/INR 87.45 - 92.45
Also, calculate the cross-currency quote for 1 GBP in terms of JPY from the following foreign exchange quotes. 1) GBP/INR 101.65 - 107.15, and 2) JPY/INR 64.70 - 73.00. **[CO-2/K-2]**

Question No. 2B:
A British importer of Australian goat meat owes the Australian exporting company a payment of GBP 100000, due in three months. The following information is available:
Spot exchange rate (GBP/AUD): 2.5975 – 2.6025,
Australian three-month interest rate: 7.75 – 8.25 p.a.,
UK three-month interest rate: 9.75 – 10.25 p.a., Calculate the forward rates. **[CO-2/K-2]**

Question No. 2C:
Spot USD/INR 74.0550, 4-month forward rate for USD/INR 74.9300, Calculate 4-month AFM and interpret the result. **[CO-2/K-2]**

Question No. 2D:
Your import customer has requested you to retire a bill drawn on him for USD 100000 received for collection. Assuming the ongoing interbank rates for dollars are:
Spot USD 1 = Rs. 69.1710 - 69.1910
1-month forward Rs.69.4385 - 69.4785
You require an exchange margin of 0.15% on TT selling and 0.2% on bill selling.
Calculate the exchange rate and the rupee amount payable by your customer. **[CO-2/K-2]**

Question No. 2E:
Following are the two quotations.
Bank A: 1 USD = CAD 1.2293 - 03,
Bank B: 1 USD = CAD 1.2275 - 85, Identify and calculate arbitrage. Capital 1 million USD. **[CO-2/K-2]**

Question No. 2F:
The following are the three quotations.
A) Bank A quotes USD/INR 85.8550 - 50
B) Bank B quotes GBP/INR 95.9550 - 0050
C) Bank C quotes GBP/USD 1.1192 - 02
Compare A and B with C. Capital 1 million in the base currency. Identify and calculate arbitrage in base currency and variable currency. **[CO-2/K-2]**

Question No. 3
Short Notes (Attempt any ONE question = 5 marks) [CO-3/K-1]
  A) Domestic and Offshore Markets
  B) Euromarkets
  C) Interest Rates in the Global Money Markets

Question No. 4 (Attempt any ONE question from Question No. 4A and 4B = 5 marks)
Question No. 4A:
Spot 1 GBP= SEK 9.8355
6 months forward is 1 GBP = SEK 9.9015
The annual interest rate is 5% for GBP and 6% for SEK. Find the covered interest arbitrage. **[CO-4/K-2]**

Question No. 4B:
Explain the following concepts (Any One). **[CO-4/K-2]**
  1) Japanese Yen carry trade.
  2) International Fisher Effect

Question No. 5 (Attempt any ONE question from Question No. 5A and 5B = 5 marks)
Question 5A: [CO-5/K-3]
CASE STUDY – Managing Fund Flow Efficiently at TSART Pharma Company:
The TSART Pharma Company of the U.S. sells all kinds of drugs related to blood pressure and heart diseases through sales affiliates in Hong Kong, the United Kingdom, and India. For a recent month, the following payment matrix of inter-affiliate cash flows, stated in US dollars, was forecast. If foreign exchange transactions cost the company 0.5 percent.

TSART Pharma Company Payments Matrix (USD$000)					
	Disbursements				
Receipts	US	Hong Kong	U.K.	India	Total Receipts
U.S.	—	60	112	82	254
Hong Kong	12	—	—	33	45
U.K.	22	—	—	26	48
India	17	38	14	—	69
Total Disbursements	51	98	126	141	416

  a) Show with the help of the chart how TSART Pharma Company can use **bilateral and multilateral netting** to minimize foreign exchange transactions as well as the cost necessary to settle inter-affiliate payments.
  b) What savings result from bilateral and multilateral netting as compared to without netting?

Question 5B:
Explain, how centralized cash management can help to reduce precautionary cash balance for MNCs? **[CO-5/K-3]**

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)
PGDM 2022-2024 BATCH
[PGDM – BUSINESS ANALYTICS]

SUBJECT: DEEP LEARNING AND NEURAL NETWORK

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

Note: 1. Question No. 1 is compulsory

    2. Solve any two out of remaining three

    3. Calculators are permitted, and New Question should be start on new Pages

Q1 (a) What are the different types of gradient decent algorithm? Explain   **[CO2-K2, 4-marks]**

    (b) Explain the different types of neural network   **[CO2-K2, 4-marks]**

    (c) What is the vectors operation? Give example   **[CO2-K2, 2-marks]**

Q2. (a) Explain the CNN architecture with suitable diagram   **[CO2-K3, 6-marks]**

    (b) Determine the inverse of matrix $\begin{bmatrix} 5 & 0 & 1 \\ 4 & 0 & 3 \\ 0 & 2 & 2 \end{bmatrix}$ **[CO1-K2, 4-marks]**

Q3 (a) Explain different types of activation functions   **[CO1-K3, 6-marks]**

    (b) Difference between L1 and L2 regularization   **[CO1-K2, 4-marks]**

Q4 (a) What are the application of DL with advantages and disadvantages   **[CO1-K2, 4-marks]**

    (b) Compare scaler and vectors with example of different operations   **[CO3-K2 4-marks]**

    (c) Define Stride and Pooling   **[CO2-K2, 2-marks]**

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(ITM BUSINESS SCHOOL – NAVI MUMBAI)
PGDM 2022-2024 BATCH
[PGDM – OPERATIONS & SCM]

SUBJECT: ENTERPRISE APPLICATIONS

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

Q.1.   State whether the following statement is True / False – ….5 Marks

A.   The Sales and Distribution Module lacks integration with other modules like Business Intelligence, hindering data-driven sales strategies. **(CO5_K1)**
B.   The Planning and Production Module does not consider financial data from the Finance Module when making production decisions. **(CO5_K1)**
C.   he Material Management Module operates independently of Sales and Distribution, failing to consider available stock while processing orders. **(CO5_K1)**
D.   The HR Module is isolated from other modules like Planning and Production, meaning employee skills and availability don't impact production planning. **(CO5_K1)**
E.   The Finance Module does not interact with other modules like Sales and Distribution, making financial analysis solely transaction based. **(CO5_K1)**

Q.2.   Answer any 1 question –

A.   Explain any two CRM Models. **(CO2_K2)** ….5 Marks
B.   Write a note on any one ERP Vendor. **(CO2_K2)** ….5 Marks
C.   Explain Evolution of Relationship Marketing. **(CO2_K2)** ….5 Marks

Q.3.   Write short notes on (K2)

(3A)   Explain the steps in Implementing CRM. **(CO3_K2)** ….6 Marks
                                        OR
(3A)   Explain the issues post implantation of ERP. **(CO3_K2)** ….6 Marks

(3B)   Explain the scope of ERP in today's industry. **(CO4_K2)** ….6 Marks
                                        OR
(3B)   Explain Business Goals and Objectives in CRM Planning. **(CO4_K2)** ….6 Marks

Q.4.   Answer any one question –

A.   Distinguish between CRM vs e-CRM. **(CO1_K2)** ….8 Marks
B.   Explain Customer Retention Management. **(CO1_K2)** ….8 Marks
C.   Explain Customer Complaint Management Process. **(CO1_K2)** ….8 Marks

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)
PGDM 2022-2024 BATCH
[PGDM – DIGITAL MARKETING & TRANSFORMATION]
SUBJECT: PROGRAMMATIC ADVERTISING

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

Q1. Case Study – 2.5 Marks Each (CO5) (K2)   **(5 marks)**

Paytm, a leading fintech company, are looking to launch a new feature in their app called "UPI LITE" to have smooth flow of the UPI transactions. They are looking to promote their brand to reach out to the target audience and build awareness of the new feature. They want to promote this launch on programmatic buying with a 15-crore budget and want to have consolidated strategy where they want to show the ads to one user not more than 4 times with different set of video creatives and display creatives.

Question
1. Through programmatic advertising, which inventory will enable Paytm to reach the largest audience, and what is the rationale behind this choice?
2. Explain the different inventories to be utilized through the funnel and the reason you want to choose the inventories in the stages of the funnel.

Q2. Write short notes on any 1: (CO3) (K2)   **(10 marks)**

a) Programmatic Ecosystem Structure (Diagram Representation Preferred)
b) Purchase Funnel
c) YouTube or Open Exchange or Programmatic Guarantee

Q.3. Please Explain the Following any 1: (CO2) (K2)   **(10 marks)**

a) What is Programmatic Advertising? Explain the types of Programmatic Deals to buy inventory.
b) SSP
c) Ad Serving and Mobile Measurement Platforms.

Q4. Multiple Choice Questions: (CO1) (K1)   **(5 marks)**

1. PubMatic is an _____ for publishers and agencies.
   a. SSP
   b. DSP
   c. Ad Network
   d. None of the above

2. _____ are the types of inventories available on Programmatic.
   a. YouTube, Display, Video
   b. YouTube, Search, Video
   c. Display, GDN, Programmatic Guarantee
   d. YouTube, Display, Video, Shopping Ads

3. Which of these is not a YouTube Ad Type
   a. GDN
   b. TrueView In Stream Ads
   c. Discovery Home Feed
   d. Bumper Ads

4. Visual pieces created to spread on social networks are called _____.
   a. Paid Ads
   b. Display Ads
   c. Social Media Ads
   d. None of the above

5. Data collected from website visits, CRM systems, social media, subscriptions, mobile, and apps are called_____
   a. Third Party Data
   b. Data Management Platforms
   c. Second Party Data
   d. First Party Data

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2022-2024 BATCH

[PGDM – FINTECH]

SUBJECT: ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   Max. Marks: 30

Notes: All questions are mandatory.

1. **Answer any ONE of the following. (CO1) (K-1)**   **(4 Marks)**

   (a) What is Artificial Intelligence? What are the applications of AI? Explain
   (b) What are the different types of agents in AI? Explain Rational approach of AI.

2. **Answer TWO of the following. (CO2) (K-2)**   **(6 Marks)**

   (a) What are the types of blind searches? Give the algorithm for breadth first search.

   (b) Apply depth first search algorithm on the given graph:
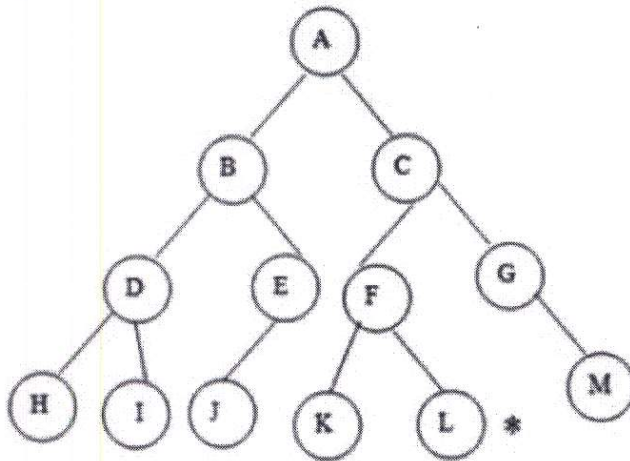
   (c) Differentiate between uninformed and informed search.

3. **Answer/Slove any TWO of the following. (CO 3) (K-1)**   **(6 Marks)**

   (a) What is machine learning? What are the steps in machine learning model?
   (b) Following dataset is given:
       5, 13, 18, 27, 33
       Find their Min Max score, decimal scaling and Zscore.
   (c) What is classification? What are the types of classification?

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4. **Answer any TWO of the following. (CO 4) (K-2)** (8 Marks)

   (a) What is the best first search? Explain the working of BFS with an example.
   (b) How is knowledge represented using Propositional logic? Explain with the example by giving PEAS description of WUMPUS World.
   (c) What is clustering? What is the taxonomy of clustering? Explain.

5. **Solve/Answer any TWO of the following. (CO3) (K-3)** (6 Marks)

   (a) Consider the following confusion matrix:

n=165	Predicted: NO	Predicted: YES	
Actual: NO	TN = 50	FP = 10	60
Actual: YES	FN = 5	TP = 100	105
	55	110	

   Give the accuracy, true positive rate, true negative rate, precision and prevalence of the system.

   (b) What is conditional probability? Explain how Naïve Bayes algorithm implements it?

   (c) What is heuristic function? Calculate the h1 and h2 for the following:

7	2	4
5		6
8	3	1

Start State

	1	2
3	4	5
6	7	8

Goal State

ITM INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2022-2024 BATCH

[PGDM – FINANCIAL MARKETS]

SUBJECT: CORPORATE VALUATION

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   Max. Marks: 30

Notes: All questions are mandatory.

1. **Answer/Sove any ONE of the following. (CO1) (K-1)**   **(3 Marks)**

   (a) For what kind of companies SOTP valuation (Sum of the Parts) makes sense and what are the steps to do SOTP valuation.

   (b) Explain EIC framework and differentiate between top down and bottom up fundamental analysis.

2. **Answer any TWO of the following. (CO2) (K-1)**   **(4 Marks)**

   (a) What are Porter's five forces model, explain each force briefly

   (b) Perform Porter's five forces model on either one of the following sectors
   Cement Industry
   AMC (Asset Management Business), i.e. Mutual funds management
   FMCG Good

   (c) Perform SWOT Analysis on either one of the following sector
   Auto
   IT and ITES (IT enabled services)

3. **Answer/Solve any TWO of the following. (CO3) (K-2)**   **(5 Marks)**

   (a) A company's stock price is ₹ 25. Profit for the year is ₹ 60mn, equity share capital + reserves of ₹ 150mn. Number of equity shares at 15mn with a face value of ₹ 10. What would be the book value of the stock and P/BV ratio

   (b) Find out Return on Equity by carrying out 3 Stage DuPont Analysis.
   Sales = Rs. 700 cr; Net Profit = 75 cr; Assets 350 cr; Equity = 200 cr

   (c) Explain briefly (1-2 lines each) about Trend Analysis, Peer Analysis and Common Size Analysis

4. **Sove any ONE of the following. (CO4) (K-2)** (8 Marks)

a) Calculate:
FCFF and FCFE for the year 2024

Income Statement		
Numbers in cr	**2024 Forecast**	**2023 Actual**
Sales	300	250
Cost of good sold	120	100
Gross Profit	180	150
SG&A	35	30
Depreciation	50	40
EBIT	95	80
Interest expense	15	10
Pre-tax earnings	80	70
Taxes (at 30%)	24	21
Net Income	**56**	**49**

Balance Sheet		
Numbers in cr	**2024 Forecast**	**2023 Actual**
Cash	10	5
Accounts Receivable	30	15
Inventory	40	30
Current Assets	80	50
Gross PP&E	400	300
Accumulated Depreciation	-190	-140
Total Assets	**290**	**210**
Accounts Payable	20	20
Short-term Debt	20	10
Current Liabilities	40	30
Long-term Debt	114	100
Common Stock	50	50
Retained Earnings	86	30
Total Liabilities & Equity	**290**	**210**

CFO	
Numbers in cr	**2024 Forecast**
Net Income	56
' + Depreciation	50
' - WCInv	25
Cashflow from Operations	**81**

b) Answer/Solve **ALL** of the following
   (i) Motor World's most recent FCFF is Rs 500 cr. MotorWorld's target debt-to-equity ratio is 0.25. The market value of the firm's debt is 1000 cr and MotorWorld has 20 crores outstanding shares. The firm's tax rate is 40%. The shareholders required rate of return is 16%. The firm's before-tax cost of debt is 8%. Expected long-term growth rate in FCFF is 5%. Calculate the value of the firm and the value per share of the equity.

   (ii) A company's cost of equity is 14%, cost of debt is 9%, corporate tax rate is 25%, D/ E is 1/ 3. Calculate the WACC for the company.

   (iii) Difference between Fundamental and Relative valuation. Example of Fundamental and Relative valuation tools/ratios.

5. **Sove the following. (CO5) (K-3)**

Calculate the valuation of the company based on 20X5 earnings and the multiple (P/E) provided in the below scenarios.

- Bull Case Scenario: Net Sales increase by 20%. The P/E multiple will be 30.
- Normal Scenario: Net Sales increase by 15%. The P/E multiple will be 20.
- Bear Case Scenario: Net Sales increase by 5%. The P/E multiple will be 12.

Particulars	20X4	For next year estimates
Numbers in mn	(Actual)	
Net Sales	840	
Cost of Goods Sold	638	Proportion to Sales
Gross Profit	202	
Operating Expenses	74	Proportion to Sales
Operating Profit	128	
Non-operating surplus/deficit	2	Constant
Profit Before Interest & Tax (PBIT)	130	
Interest	25	Constant
Profit Before Tax (PBT)	105	
Tax	35	Proportion to PBT
Profit After Tax (PAT)	70	

INSTITUTE FOR TECHNOLOGY AND MANAGEMENT
(ITM BUSINESS SCHOOL – NAVI MUMBAI)
PGDM 2022-2024 BATCH
[PGDM – INTERNATIONAL BUSINESS]

SUBJECT: INTERNATIONAL FINANCIAL MANAGEMENT

SEMESTER-3 TERM END EXAMINATION JANUARY - 2024

Max. Duration: 90 minutes   **Max. Marks: 30**

Instructions: Attempt questions for 30 marks.
- Read the question paper carefully before attempting any question.
- Crisp, precise, and bullet-point answers will be appreciated.
- Keywords/terms should be underlined.
- Use of a calculator is allowed, and mobile phones are not allowed.

Question No. 1 (Attempt any ONE question from Question No. 1A to 1C = 5 marks)

Question No. 1A:
Assume that price indices in India and China for a common basket of goods are as below:

Year	India	Japan
2023	185	103

1) What would be your estimate of the exchange rate of the Indian Rupee per Chinese Yuan (CNY) in 2023 using the Absolute PPP formula?
2) If the actual exchange rate in 2023 happens to be Rs. 11.88 /CNY which of the currencies is overpriced (overvaluation) and underpriced (undervaluation)? **[CO-1/K-1]**

Question No. 1B:
Given the following data, explain which indicator (NEER or REER) is revealing the Indian Rupee's competitive advantage over the 6 major currencies and why. **[CO-1/K-1]**

Item	2022 November	2023 November
6-Currency Trade Based Weights Base: 20015-16 =100		
NEER	68.07	67.57
REER	131.96	129.87

Question No. 1C:
Short Note (Any One). [CO-1/K-1]
1) Assessment of BOP Disequilibrium.
2) Merits of Flexible Exchange Rate Policy
3) J-Curve
4) Impossible Trinity

Question No. 2 (Attempt any TWO questions from Question No.2A to 2F,5 marks each = 10 marks)

Question No. 2A:
Convert the direct quote into the indirect quote: 1$ = Rs. 68.5510 / 69.5590. **[CO-2/K-2]**

Question No. 2B:
Calculate how many rupees ABC Ltd., a Pune-based firm, will receive, or pay for its following two foreign currency transactions:
1) The firm exported goods to the USA and has just received USD 2,00,000.
2) The firm has imported goods from Singapore amounting to Singapore Dollars (SGD)   5,00,000.
Given quotes: 1$ = Rs.82.78 / 83.63 and 1 SGD = Rs.61.76 / 63.11 **[CO-2/K-2]**

Question No. 2C:
Calculate the percentage spread of EUR/INR 87.45 - 92.45. **[CO-2/K-2]**

Question No. 2D:
Calculate the cross-currency quote for 1 GBP in terms of JPY from the following foreign exchange quotes. 1) GBP/INR 101.65 - 107.15, and 2) JPY/INR 64.70 - 73.00. **[CO-2/K-2]**

Question No. 2E:
Explain the concept of forward contracts as a means of hedging exchange rate risk. **[CO-2/K-2]**

Question No. 2F:
Explain the direct quote, indirect quote, and spread in percentage. **[CO-2/K-2]**

Question No. 3
Short Notes (Attempt any ONE question = 5 marks) [CO-3/K-1]
   A) Domestic and Offshore Markets
   B) Euromarkets
   C) Interest Rates in the Global Money Markets

Question No. 4 (Attempt any ONE question from Question No.4A and 4B = 5 marks)

Question No. 4A:
Explain the relationship between inflation, and interest rate with the help of the Fisher effect. **[CO-4/K-2]**

Question No. 4B:
Explain the following concepts (Any One). **[CO-4/K-2]**
   1) Japanese Yen carry trade.
   2) International Fisher Effect

Question No. 5 (Attempt any ONE question from Question No.5A and 5B = 5 marks)

Question 5A: [CO-5/K-3]
CASE STUDY – Managing Fund Flow Efficiently at TSART Pharma Company:
The TSART Pharma Company of the U.S. sells all kinds of drugs related to blood pressure and heart diseases through sales affiliates in Hong Kong, the United Kingdom, and India. For a recent month, the following payment matrix of inter-affiliate cash flows, stated in US dollars, was forecast. If foreign exchange transactions cost the company 0.5 percent.

TSART Pharma Company Payments Matrix (USD$000)					
	Disbursements				
Receipts	U.S.	Hong Kong	U.K.	India	Total Receipts
U.S.	—	60	112	82	254
Hong Kong	12	—	—	33	45
U.K.	22	—	—	26	48
India	17	38	14	—	69
Total Disbursements	51	98	126	141	416

   1) Show with the help of the chart how TSART Pharma Company can use **bilateral and multilateral netting** to minimize foreign exchange transactions as well as the cost necessary to settle inter-affiliate payments.
   2) What savings result from bilateral and multilateral netting as compared to without netting?

Question 5B:
Explain, how MNCs can reduce transaction costs on the foreign transactions between affiliates using bilateral and multilateral netting? **[CO-5/K-3]**

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2022-2024 BATCH

[PGDM – RETAIL MANAGEMENT AND MARKETING]

SUBJECT: SUPPLY CHAIN MANAGEMENT

SEMESTER-3 TERM END EXAMINATION JANUARY - 2024

Max. Duration: 90 minutes   **Max. Marks: 30**

Case Study Analysis

Gati Air Express—Redefining Logistics Connectivity.

Gati Ltd started in 1989 as a cargo management company and has emerged as a leading express cargo company and a pioneer in distribution and supply chain management solutions in India and Asia Pacific regions. Gati had a professional strength of 6400 dedicated employees and a turnover of INR 751 crores in the year 2009–10. It is well ahead in identifying the segmental logistics needs of Indian markets and providing value-added services to its demanding customers in retail and other sectors. Integration of the latest and best technological innovations in the service and support network comprises the business philosophy of Gati. It has headquarters in Hyderabad, Andhra Pradesh, and an office in Singapore. Recently, Gati has also ventured into the cold-chain network. In a span of 18 years, Gati has explored various ways of providing premium value to the customers, thereby setting benchmarks in service quality and customer satisfaction with the help of value-added logistics solutions.

Gati Air Express specializes in delivering shipments across major locations on the very next day of the order, even during business hours. Some of the prime locations get delivery of the order even before noon sets in. A fleet of dedicated freighters (cargo planes) that fl y during the night and a seamless multimodal network that goes down to the last mile to ensure that shipments arrive on time make this task possible. Gati has promised its customers that freight would be refunded if the assured timelines are not met by the company.

Gati is equipped with over 4000 vehicles on road covering 594 out of 608 districts in India. It also has mechantronic (use of automated machines to carry out operations) as well as warehousing facilities of 1.5 million sq. ft. across all major cities. This helps them in offering world class single-window solutions to the customers. In 1996, Gati tied up with Indian Airlines to facilitate speedier delivery of shipments. This 12-year-old relationship has now been further strengthened with the launch of the co-branded (Air India Gati) air cargo and courier service leading to delivering value services to the customers from the synergies of the two majors in air and surface networks.

Gati was first to run the 'Millennium Parcel Express' train in October 2001 between Mumbai and Kolkata with 10 VPUs (Parcel Van Unit). Unfortunately, in the year 2003, this initiative was discontinued. Now once again Gati has taken the initiative to run the parcel express train between Kalyan (Mumbai) and Guwahati (Assam). The parcel train is a classic example of public private partnership (PPP).

Gati's advantage of seamless connectivity across air, road, ocean, and rail has resulted in a plethora of offerings to the customer, which are unmatched in the industry. Besides having a strong network in India, Gati also has a strong market presence in the Asia Pacific region and SAARC countries. Today, Gati has offices in China, Singapore, Japan, Dubai, Hong Kong, Thailand, Nepal and Sri Lanka and have plans to foray into other markets. Through its nationwide logistics network GATI AIR EXPRESS promises next day before noon delivery to certain locations, particularly the metro cities and national business centers. However, in other locations (B grade cities) the services are for next day delivery.

Question 1: (Each Question carries 5 marks each, both the questions are Compulsory)

1a. What are the value additions that Gati offered in its logistics services to customers? {CO1-K2}

1b. How could Gati get a seamless connectivity in its logistics activities? Discuss the role of partnership in enhancing the effectiveness of logistics systems? {CO1-K2}

Question 2: Long Notes: (Answer any 1 Question, Question Carries 10 marks)

2a. Explain Kraljic Framework Matrix Components in Detail? **{CO3-K4}**

2b. Explain Components of Channel (Distribution), Channel Power and Channel Conflicts in Detail? **{CO3-K4}**

Question 3: Short Notes: (Answer any 2 Questions, Each Question Carries 5 marks each)

3a. What are the Modes of Transportation and explain in brief each mode with selection criteria? **{CO2-K1}**

3b. Explain the seven steps in E-Procurement Process? **{CO2-K1}**

3c. Explain Bullwhip effect and its cause? **{CO1-K1}**

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT
(ITM BUSINESS SCHOOL – NAVI MUMBAI)
PGDM 2022-2024 BATCH
[PGDM – MARKETING]
SUBJECT: SERVICE MARKETING
SEMESTER-3 TERM END EXAMINATION JANUARY - 2024

Max. Duration: 2.30 minutes **Max. Marks: 60**

Q.1. CASE STUDY – 20 Marks

Premier Courier Ltd.

Premier Courier Ltd. (PCL) is an innovative overnight delivery company that helped change the way companies do business. It was the first company to offer an overnight delivery system, but the company markets more than just a delivery service. What PCL really sells is on-time reliability. The company markets risk reduction and provides the confidence that people shipping packages will be "Absolutely, positively, certain their packages will be there by 10.30 in the morning".

In fact, PCL sells even more than reliable delivery. It designs tracking and inventory management systems for many large companies. In other words, its customers buy more than just delivery service they buy a solution to their distribution problems. For example, a warehouse designed and operated by PCL is part of the distribution centre for a very large computer firm. In other organisations, customers can place an order for inventory as late as midnight, and the marketer, because of PCL's help, can guarantee delivery by the next morning. PCL has positioned itself as a company with a service that solves its customers' problems.

Questions:
(a) What is PCL's product? What are the tangible and intangible elements of this service product? 10 M **(CO5, K3)**
(b) What are the elements of service quality for a delivery service like PCL? 5M **(CO5, K3)**
(c) Suggest in what way does technology influence PCL's service quality? 5M **(CO5, K3)**

Q.2 Define Services.   Explain the reasons for the growth of service sector ….10 Marks. **(CO1,K2)**
<div align="center">OR</div>
What is Market Segmentation? Describe how market segmentation can be used for Services? 10 Marks. **(CO1,K2)**

Q.3) Discuss the various situations that can arise when demand varies. …. 10Marks **(CO5 K3)**
<div align="center">OR</div>
What is Service Blueprinting? Draw the service blueprint for a Restaurant. …. 10Marks **(CO3,K4)**

Q.4 Write a short note on **any 4 (5 marks each)**

a) Service Marketing Triangle **(CO3 K4)**
b) Goods vs. Services **(CO1 K2)**
c) Expanded Marketing Mix **(CO1 K2)**
d) Service Quality Gap Model **(CO4 K2)**
e) Dimensions of Service quality. **(CO4 K2)**

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT
(ITM BUSINESS SCHOOL – NAVI MUMBAI)
PGDM 2022-2024 BATCH
[PGDM – BUSINESS ANALYTICS]
SUBJECT: MACHINE LEARNING & BUSINESS APPLICATIONS
SEMESTER-3 TERM END EXAMINATION JANUARY - 2024

Max. Duration: 2.30 minutes   Max. Marks: 60

Note: 1. Question No. 1 is compulsory
      2. Solve any two out of remaining three
      3. Calculators are permitted, and New Question should be start on new Pages

Q1 (a). What are the issues in decision tree algorithm? Explain   **[CO3 -K2, 5-marks]**

(b). Discuss the methods of multi classification with suitable examples   **[CO1-K2, 5-marks]**

(c). Explain bias and variance Tradeoff with suitable examples   **[CO1-K2, 5-marks]**

(d). Can linear regression solve the classification problems? Justify your answer **[CO1-K2, 5-marks]**

Q2. (a) Consider the input data are 15, 18, 20, 25, 14, 11, 10. Apply the hierarchical clustering algorithm to build the hierarchical clustering dendrogram   **[CO2- K3, 5- marks]**

(i). Defined hierarchical methods?   **[CO2- K2, 2- marks]**

(ii). What are the common linkages in hierarchical clustering algorithms   **[CO2- K2, 3- marks]**

Q2. (b) For following data, Estimate a new instance is < income =high, Defaulting = low, credit score = high, location= bad> using naïve bays classifier algorithms   **[CO1- K3, 10 – marks]**

Sr. No.	Income	Defaulting	Credit Score	Location	Give Loan?
1	low	high	high	bad	no
2	low	high	high	good	no
3	high	high	high	bad	yes
4	medium	medium	high	bad	yes
5	medium	low	low	bad	no
6	medium	low	low	good	yes
7	high	low	low	good	yes
8	low	medium	high	bad	no

Q3 (a). Use above dataset, Calculate Gini indexes and determines which attribute is root attribute and generate deep decision tree using decision tree algorithms.   **[CO4-K5, 10 marks]**

Q3 (b). Explain different types of ensemble techniques with their methods and algorithms with labelled diagram.
[CO1-K2, 10 marks]

Q4. (a) Define support vector machine? Explain how margin is computed and optimal hyperplane is decided with labelled diagram. **[CO1-K2, 10 marks]**

Q4. (b) For Given data, Estimate a new instance is " Love Love Joy Kick Pain" using naïve bays Text classifier algorithms. **[CO2-K3, 10 marks]**

Sr. No	Document	
1	Happy Love Kick Joy Happy	Yes
2	Love Move Joy Good	Yes
3	Love Happy Joy Joy Happy	Yes
4	Joy Love Pain Kick Pain	No
5	Pain Pain Love Kick	No
6	Joy Love Pain Kick Pain	Yes
7	Pain Joy Love Kick	No

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ITM

INSTITUTE FOR TECHNOLOGY AND MANAGEMENT
(ITM BUSINESS SCHOOL – NAVI MUMBAI)
PGDM 2022-2024 BATCH
[PGDM – FINANCIAL MANAGEMENT]
SUBJECT: INVESTMENT BANKING
SEMESTER-3 TERM END EXAMINATION JANUARY - 2024

Max. Duration: 90 minutes   **Max. Marks: 30**

Note: All questions are compulsory.

Q1. Explain the investment bankers' role and functions in Indian capital market. CO1, K1] 4 Marks
OR
Q1. Distinguish between Merchant Banker and Investment banker. [CO1, K1] 4 Marks

Q2. Explain Categories of Merchant Banker as per the guidelines SEBI (Merchant Bankers) Regulations, 1992
[CO2, K1] 4 Marks.
OR
Q2. Explain the guidelines of SEBI (Merchant Bankers) Regulations, 1992 [CO2, K1] 4 Marks

Q.3 As an investment banker provide your service to Ray ltd in the Merger and Acquisition process. Ray ltd is acquiring Atlas ltd. Financial Data of Ray ltd and Atlas ltd are as follows:

	Ray Ltd	Atlas Ltd
Profit After Tax (In Rs Lac)	57	24
Number of Shares (In Lac)	11	9
Earning Per Share (Rs)	5.8	3
Profit Earning Ratio	13	8

Determine following:
a. Pre-merger market value per share
b. The maximum exchange ratio for Ray Ltd should offer without dilution of EPS [CO3, K2] 6 Marks
OR
Q3. Explain the role of invest banker in loan syndication process. [CO3, K2] 6 Marks

Q.4. Explain the stages of venture capital. State the role of investment banker during each stage of venture capital funding. [CO3, K3] 8 Marks
OR
Q4. State the role of investment bankers in all the stages of IPO. [CO5, K3] 8 Marks

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ITM

INSTITUTE FOR TECHNOLOGY AND MANAGEMENT
(ITM BUSINESS SCHOOL – NAVI MUMBAI)
PGDM 2022-2024 BATCH
[PGDM – OPERATIONS & SCM]
SUBJECT: BUSINESS ANALYTICS FOR OM & SCM
[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

Q.1. Choose the correct alternative – 5 Marks

1A] Mehta Pigments Mfg. Co. has the monthly data for the year 2020-2021. For the month of August, the MAD is 12.56 and the Bias is -3.58. So the value of Tracking Signal. **(CO5_K1)**

(a) is -3.50   (b) is +3.50   (c) -0.285   (d) cannot be calculated

1B] Operations Research techniques are most likely being used in   **(CO5_K1)**

(a) Prescriptive Analytics (b) Descriptive Analytics (c) Predictive Analytics   (d) None of the above

1C] In a typical queuing system, the major goal is   **(CO5_K1)**

(a) minimize the cost of providing service   (b) maximize the expected profits
(c) optimize the system characteristics   (d) provide models which help the manager to trade off the cost of service

1D] A large retail store FRIENDS MARKET is examining the historical data about different products, prices and sales revenue. This is an example of   **(CO5_K1)**

(a) Prescriptive Analytics (b) Descriptive Analytics (c) Predictive Analytics   (d) None of the above

1E] Mahesh Foundry Works has the following Trend equation for one of its casting CT39W: Trend Eq. $Y(t) = 188 + 6X$ where the applicable details are: X unit → one Year; Y Unit → Yearly Sales in Units; 2009 → 0rigin; Using this, the Estimated Sales for the year 2015   **(CO5_K1)**

(a) will be 152 units   (b) will be 224 units   (c) 2209 units   (d) cannot be found out

Q.2. Answer any 1 questions – (5 x 1 = 5 marks)

2A] ABC trucking company has Rs. 40,00,000 to spend with,, and is contemplating three types of Vehicles to buy. Vehicle A has 10 tonne payload and is expected to average 35 Km per
Hour, and costs Rs 80,000. Vehicle B has a 20 tonne pay-load and expected to average 30 Km per hour. It costs Rs. 1,30,000. Vehicle C is a modified form of B, it carries sleeping quarter for one driver, reducing its capacity to 18 tonnes pay-load, and costs Rs. 1,50,000. Vehicle A requires a crew of one man, and if driven on three shifts per day, could be run for an average of 18 hours per day. Vehicles B and C require crew of two men each, but whereas B could be driven 18 hours per day with three shifts, C could average 21 hours per day. The company has 150 drivers available each day, and would be very difficult to find more new drivers. The maintenance facilities are such as the vehicles should not exceed a total of 30. How many vehicles of each type should the company purchase, so as to maximize its capacity in terms of tonne-Km per day? Formulate this problem.   **(CO2_K2)**

Q.5 Do the valuation of Oil company, PIL ltd by using the relative valuation method (Price-to-earnings multiple) for IPO Valuation. Refer following data
- PE ratio of Oil sector is 20 times
- Assume the EBIT for your business is Rs 13.75 crores
- We will take a PE ratio in the range of 15 -20 times Pre-merger market value per share [Co5, K3] 8 Marks

OR

Q.5 Do the valuation of Infrastructure company, Veer ltd by using the Discounted Cash Flow method (DCF) for IPO valuation. Refer the following data:

Financial Year	2023 (Figures in Rs Cr)
Revenue (A)	18.65
Opex (B)	1.03
Profit before tax (C)=(A-B)	17.62
Tax (D)	2
Profit After Tax (E)=(C-D)	15.62

Assumptions:
- Projected growth in revenue: 20%
- Discounting Rate: 15%
- Terminal/Growth Value: 5%
- Operational expenses (OPEX): 20% of the revenue
- Tax Rate: 25%
- Do valuation considering projected growth rate for 4 years. [Co3, K2] 8 Marks

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2B] The Purchase Manager obtained samples of special lamps from two suppliers X and Y. He tested them in the company's own laboratory for the length of their life, and obtained the following data:

Length of Life (in hours)	Samples for Supplier X	Samples from Supplier Y
700 – 900	10	3
900 – 1,100	16	42
1,100 – 1,300	26	12
1,300 – 1,500	8	3

Consider that the prices quoted by the two suppliers is the same. If more uniform life is the major criterion, evaluate and suggest which supplier should be selected. **(CO2_K2)**

2C] 'Predictive Analytics is what every manager should know and use'. Elabotrate and comment on this statement citing suitable examples. **(CO2_K2)**

Q.3. Answer the following – 6 marks each.

3A] If on an average, 2 customers arrive at a shopping mall per minute, using Poisson distribution, find the probability that **(CO3_K2)**
(i) In a given minute exactly 3 customers will arrive. (1)
(ii) In a given minute , no customer will arrive. (1)
(iii) Ina given minute, more than 2 customers will arrive. (2)
(iv) In a 5-minute period, exactly 10 customers will arrive. (2)

OR

3A] Explain the following terms briefly **(CO3_K2)** :
(i) Monte Carlo Simulation and its use (ii) Binomial Distribution (iii) Decision Trees

3B] 'Decision Making under Uncertainty' is rather difficult. Examine this and elaborate on the various approaches used. **(CO4_K2)**

OR

3B] For a fruit dealer Mr Ganesh, the number of boxes of strawberries demanded, and the frequency of each level of demand over a period of 200 days are given below: **(CO4_K2)**

Number of boxes demanded	700	1,050	1,400	1,750
Number of days	40	50	80	30

It costs Rs 250 to buy a box of strawberries, and the selling price is Rs 400 if it is sold on the same day. But if the box is not sold on the same day, the stale fruit box has a salvage value of Rs 150 each box.
How many boxes should Mr Ganesh order every day, so as to optimize his profits?

Q.4. Answer any one question – 8 Marks

4A] Describe in detail two situations wherein 'Simulation' can be applied to 'Business Analytics'. **(CO1_K2)**

4B] (a) What is meant by 'KPI'? Elaborate the various KPIs relevant to the **(CO1_K2)**
    (i) Manufacturing and   (ii) Retail sector   (5M)

(b) Discuss the Qualitative Forecasting methods. **(CO1_K2)**   (3M)

4C] PQR factory operates for 8 hours every day and has 240 working days in a year. It buys a large number of small machines which can be serviced by its maintenance engineer at a cost of Rs 4 per hour for the labour and spare parts. These machines can alternatively be serviced by outsourcing to an agency ABC at an annual contract price of Rs. 20,000 including the labour and the spare parts needed. The ABC agency agrees to send a repairman as soon as the call is made, but in no case can more than one repairman be sent. The service times of both – the maintenance engineer and the ABC's repairman are both exponentially distributed with respective means of 1.7 and 1.5 days. The machine breakdowns occur randomly that follow Poisson distribution, with an average of 2 in five days. Each hour that the machine is out of order, it costs PQR company Rs. 8. **(CO1_K2)**
Evaluate the situation and advise which option should be adopted by PQR company.

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2022-2024 BATCH

[PGDM – FINANCIAL MARKETS]

SUBJECT: INVESTMENT BANKING

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

Notes: All questions are mandatory.

1. **Answer/Sove any ONE of the following. (CO1) (K-1)**   (3 Marks)

    (a) What is Investment Banking? List down skills for an investment banker.
    (b) What is pitchbook? List down are components of a pitch book.

2. **Answer any ONE of the following. (CO2) (K-1)**   (5 Marks)

    (a) What role Lead Mangers, Registrars and Auditors play in IPO?
    (b) What are the regulations for raising money through Private Placement by NBFCs?

3. **Answer any TWO of the following. (CO4) (K-2)**   (8 Marks)

    (a) Differentiate between Private Equity and Venture Capital on the basis of Meaning, Stage, Structure, % Acquisition and Risk.
    (b) Explain in brief 5 stages if PE Financing.
    (c) Explain in brief 5 exit routs for PE player.

4. **Answer/Sove any TWO of the following. (CO4) (K-3)**   (8 Marks)

    (a) The following information is provided relating to the acquiring company A Ltd., and the target company T Ltd:

Particulars (Rs.)	A Ltd.	T Ltd.
Market Price	200	150
EPS	40	10
Book Value	80	30

Find out weighted SWAP Ratio on the basis of
(i) Market Price (50%)
(ii) EPS (25%)
(iii) Book value (25%)

    (b) Explain Pac-man, White Knight and Greenmail Defense against Hostile Takeovers.
    (c) Explain Horizontal, Market Extension, Product Extension Mergers with examples.

5. **Answer any TWO of the following. (CO5) (K-2)**   (6 Marks)

    (a) What are the 3 categories of AIF in India as per SEBI?
    (b) What are Hedge Funnds? Explain in market-neutral strategy merger strategy of hedge funds.
    (c) Differentiate between AIF and Mutual Funds on the basis of Structure, Minimum Investment and Liquidity.

ITM INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2022-2024 BATCH

[PGDM – INTERNATIONAL BUSINESS]

SUBJECT: DIGITAL AND SOCIAL MEDIA MARKETING

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

Q1. Case Study – 2.5 Marks Each (CO5) (K2)   *(5 marks)*
For a furniture brand, IKEA is unmatched in its ability to innovate. The brand is known for being one of the first brands to have adopted Augmented Reality into their mobile marketing campaigns, making the future of mobile marketing be the future of seamless integration between devices, with a focus put more toward the mobile devices owing to its ability to conveniently utilize the latest techs.
This is the first of many similar marketing campaigns that come after, indicating a trend of mobile marketing that has augmented reality at its core for the best visualization experience possible for the customers. The successes of AR-powered apps are also not downplayed, as IKEA Place IKEA's trademark app for augmented reality furnishing is ranked No. 2 among the most popular free apps that use Apple's ARKit.
Question:
  A. According to you, why must IKEA choose to do augmented reality mobile marketing?
  B. What is another mobile marketing strategy you would like to advise IKEA to attract more customers? Why?

Q2. Write short notes on any 2: (CO3) (K2)   *(10 marks)*
  A. Buying Models
  B. Email Marketing Process
  C. Content Marketing

Q.3. Please Explain the Following Technology any 1: (CO2) (K2)   *(10 marks)*
  A. Explain in detail Google AdWords Bidding and Ad rank.
  B. What are the types of Search Results?

Q4. Multiple Choice Questions: (CO1) (K1)   *(5 marks)*
  1. _____ helps to create a relationship with your audience, hence builds trust.
     a. Mobile Marketing   b. Content Marketing
     c. Email Marketing   d. None of the above

  2. SMM employs _____ sites as a marketing tool for promoting products and services.
     a. Social networking   b. Brand building
     c. Quality content   d. None of the above

  3. Quality Score is based on historic _____.
     a. CTR   b. CPC
     c. PPC   d. CPM

  4. _____ is text on a page with a clickable hyperlink attached to it.
     a. Anchor Text   b. Canonical Tags
     c. Page Title   d. All of the above

  5. In _____ publisher is paid only when the user fully watches the videos
     a. Native Mobile Ads   b. Mid-roll Ads
     c. Discovery Ads   d. Bumper Ads

INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)
PGDM 2022-2024 BATCH
[PGDM – RETAIL MANAGEMENT AND MARKETING]

SUBJECT: SERVICE MARKETING

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

Note: Answer all the questions, each question carries 6 marks.

Q.1 What is the 3-stage model of service consumption? (CO2,K3)
                OR
Q1. What are STP, key elements of developing a customer driven services marketing strategy? Elaborate. (CO2,K3)

Q2. What are the 7 Ps of marketing and amongst that which 4ps are used in service industry most? (CO4,K5)
                OR
Q2. What are the types of Service marketing communications with examples and how to develop a strategy in service marketing? (CO4,K5)

Q3. How demand and capacity is balanced in service industry with examples. (CO3,K4)
                OR
Q3. How to manage people for best service delivery in service marketing. Detailed explanation with examples.
                                                                        (CO3,K4)

Q4. Why is managing relationships important for businesses, and how can they do it effectively to build loyalty?
                                                                        (CO5,K3)
                OR
Q4. What is Complaint Handling Process. Elaborate with examples. (CO5,K3)

Q5. How can companies improve service quality and productivity. Explain with examples. (CO2,K3)
                OR
Q5- How to build a world class service organization? Explain with detailed case study. (CO2,K3)

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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2022-2024 BATCH

[PGDM – FINANCIAL MARKETS]

SUBJECT: TREASURY MANAGEMENT

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   Max. Marks: 30

Notes: All questions are mandatory.

1. Discuss various types of securities which can be traded on NDS-OM. What is meaning of odd lot on NDS-OM? (CO1) (K1) (4 Marks)

2. Answer **BOTH** of the following. (CO2) (K1) (6 Marks)

   (a) Discuss key functions of Front Office and Middle Office in Treasury?
   (b) Discuss how the flow of trade happens from front office to the back office.

3. Answer Any **ONE** of the following. (CO4) (K2) (8 Marks)

   (a) Which of the below mentioned treasury bills is best option to buy.

Treasury Bill	A	B	C	D
Price	98.20	96.50	94.42	95.50
Maturity	92 days	145 days	332 days	213 days

   (b) Discuss six different types of yields. How is YTM approach of valuation different from ZCYC approach?

4. Answer/Solve any **ONE** of the following. (CO 3) (K3)   (6 Marks)

   (a) Calculate repo amount for leg-1 and leg-2 transactions, if following details related to security being used for repo are available:
   Security Description: CG 2023, Coupon 7.5% p.a. Issue Date : 01-Jan-2020, Maturity Date: 01-Jan-2030, Coupon payment frequency semiannual, Face Value- 100, Market Price-102.30, Repo rate: 6.25% percent, Repo period- 7 days, Repo start date: 14-Apr-2022.

   (b) A bank has borrowed Rs. 5 crores in notice money market for 10 days. Rate of interest is 7.5% per annum. Please answer the following:
   a) What will be the day count convention used for calculating interest?
   b) Specify settlement cycle for notice money?
   c) Calculate total payment to be made by the bank which has borrowed money.

5. Answer any **ONE** of the following. (CO 5) (K2)   (6 Marks)

    (a) Discuss RBI guidelines on auction of government securities. What are the key differences between yield-based auction and price-based auction. Additionally, explain differences between competitive and non-competitive bidding?

    (b) Discuss briefly RBI guidelines with respect to classification of securities by banks. Discuss how HTM securities are valued in the books of a bank.

INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2022-2024 BATCH

[PGDM – INTERNATIONAL BUSINESS]

SUBJECT: GLOBAL MARKETING

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   Max. Marks: 30

Section – A   **6 marks**

Q.1. Write short notes on any three. (CO 1, CO 2)
   a. Role of Global Marketing
   b. Global Market
   c. Benefits of Global Market
   d. Global Integration
   e. Factors Affecting Global Market
   f. Challenges of Global Market
   g. Approaches of global Market
   h. Need of Global Market.
   i. Global Approach in I.B.
   j. Understanding of Globalization.
   k. Global culture
   l. Blue Ocean Strategy
   m. Global ethical Behaviour
   n. Global Ethics
   o. Ecological Environment in I.B.

Section –B   Answer any 3.   **(3 X 5= 15 marks)**

Q.2. A leading Indian manufacturer of Pharmaceuticals Products. has been successfully exporting to developing country markets. They wish to enter the prestigious European Union market that is known for rigid regulatory barriers.
   (i) List out all the export market entry strategies.
   (ii) As a consultant, advice the management on the most appropriate strategy. [CO 4]

Q.3. " Global Market has been the major concern for all the major Companies in the world
   Being a CEO of a company ..what are the challenges and approaches you will find in the international market for your product and Production ,Pricing…. [CO 3]

Q.4. Kohler India is a foreign owned private limited company founded in 1999 operating two plants in Gujarat manufacturing for the large Indian market for up-market bathroom fixtures and sanitary ware and also exporting out of India around the world. David Kohler President and CEO, Kohler Co says "key to our european business is building a strong local team and few expatriates." Explain the strategy that Kohler deploys for his European business? Recommend an Branding in global Marketing strategy and global services and why? [CO 5]

Q.5. What are global Market strategy [CO 2]

Q.6. What are the differences between multi domestic, global, and international company. Explain with suitable example. [CO 4]

Q.7. "A Mission statement should always aim high, but it should also be realistic and achievable". How far do you agree with this statement? Justify your answer. [CO 1]

Q.8. What do you mean by Global Logistics. [CO 2]

Q.9. Imagine yourself as the CEO of a large firm in an industry in which you are interested. Identify major trends in the Global Services... [CO 1]

Section – C Case study   **9 marks**

Read the case and answer the questions given below-

IKEA evolved from a small Swedish company to become the leading global retailer of speciality furniture. Ingvar Kamprad founded the firm in Sweden in 1943. IKEA originally sold pens, picture frames, jewellery, and nylon stockings-anything Kamprad could sell at a low price. In 1950, IKEA began selling furniture and housewares. In the 1970s, the firm expanded into Europe and North America and began to grow rapidly. Total sales in 2015 exceeded $35 Billion, making IKEA the world's biggest furniture retailer. Usually located in major cities, IKEA stores are huge warehouse style outlets that stock some 9500 items. They include everything for the home- from sofas to plants to kitchen utensils. IKEA's philosophy is to offer high-quality, well-designed furnishings at low prices. Its functional, utilitarian and space saving pieces have a distinctive Scandinavian style and are knock down furniture, which the customer assembles at home.

IKEA's corporate offices are in the Netherlands, Sweden and Belgium. The firm employs numerous global strategies that enable its success. Product development, purchasing, and warehousing are in Sweden. Headquarters designs and develops IKEA's global branding and product line, often collaborating closely with external suppliers. About 30% of IKEA'S products are made in Asia and two thirds in Europe. A few items are sourced in North America to address the specific needs of the market. Approximately 90 percent of IKEA's product line is identical worldwide. Store managers constantly report market research to headquarters on sales and market preferences.

IKEA targets moderate income households with limited living space. The preferred market segment is progressive, well-educated people who care little about status. Targeting a global customer segment allows IKEA to offer standardized products at uniform prices. This strategy lowers the costs of international operations. IKEA's global strategy seeks scale economies by consolidating worldwide design, purchasing, and manufacturing. Each store follows a centrally developed advertising strategy in which the catalogue and the catalogue app are the most important marketing tools. In 2015, more than 215 million copies of the catalogue (also available online) were printed in 32 languages and represents the largest circulation of a free publication in the world. The catalogue is prepared in Sweden to ensure conformity with IKEA's cosmopolitan style. The firm uses Scandinavian rivers or cities for Sofas (Henriksberg, Falkenberg), women's names for fabric (Linne, Mimme, Adel) and men's name for wall units (Billy, Niklas, Ivar).

IKEA employees ("co-workers") are widely acknowledged as a key contributor to the firm's success. Corporate culture is informal, and the firm uses a flat organizational structure. There are few titles, no executive parking spaces, and no corporate dining rooms. Managers generally fly economy class and stay in expensive hotels. Most initiatives are developed at headquarters in Sweden and communicated to all stores worldwide. This speeds decision making and ensures that the IKEA culture is easily globalised. Management in each store is required to either speak English or Swedish to ensure efficient communication with headquarters. IKEA organises an anti-bureaucratic week each year in which managers wear salesclerks' uniforms and do everything from operating cash registers to driving forklifts. The system keeps managers in touch with all IKEA operations and close to suppliers, customers and sales staff. The firm's culture emphasises consensus-based decision making. This lets managers share their knowledge and skills with co-workers and helps employees and suppliers feel that they are important members of a global organization. This strong appeal of global culture supports IKEA's continued growth. It manages around 315 stores, 20 franchises, 1,47,000 employees, 47 distribution centres and 1,002 suppliers in 51 countries. It chooses its market strategically. It suspended investment in Russia because of burdensome Government intervention. It has established several stores in key cities in China. It has also started operations in India but must deal with red tape there. Elsewhere, IKEA faces much complexity in adapting to national markets regarding employment, operations, supplier relationships, government regulations, and customer preferences. Among other challenges, IKEA must figure out how to incorporate customer feedback and design preferences from diverse markets into decision making at headquarters; reward employees and motivate suppliers despite varying business customs and expectations from country to country; achieve the real benefits of international operations- efficiency on a global scale and learning- while remaining responsive to local needs; keeping designs standardised across markets yet to be responsive to local preferences and trends; and delegate adequate autonomy to local store managers while retaining central control.

IKEA has fared well despite economic slowdown across the world in the past. Its value-oriented furniture and housewares appealed to customers during tough economic times.

Questions-

Q 10A]- What are the approaches IKEA followed to become the leading worldwide furniture retailer? What, in your opinion, can be the strategic challenges IKEA will face going forward? [CO 5]

Q 10B]- Considering the complex international business environment, what is the position of IKEA in terms of the two critical pricing and Branding? explain. [CO 3]

Q 10C]- What is the ideal global communication strategy that IKEA needs to adopt? Which global marketing strategy should be implemented? [CO 4]
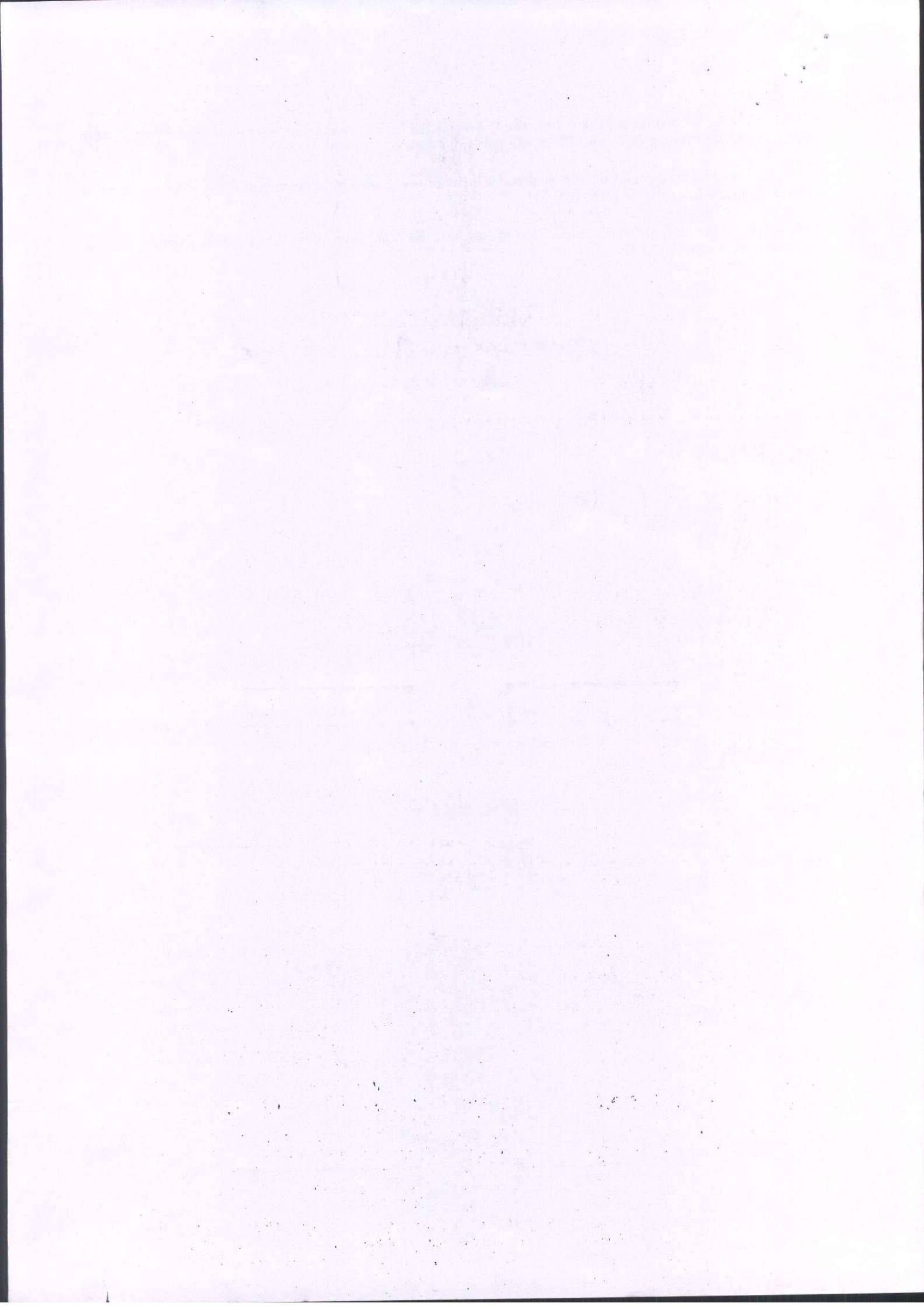
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INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)
PGDM 2022-2024 BATCH
[PGDM – RETAIL MANAGEMENT AND MARKETING]

SUBJECT: FAMILY BUSINESS & BUSINESS PROCESS RE-ENGINEERING

[SEMESTER-3 TERM END EXAMINATION JANUARY - 2024]

Max. Duration: 90 minutes   **Max. Marks: 30**

Section A (Any 2)   **(5 marks each)**

Q1. Discuss the significance of transparency and accountability in the decision-making processes of family enterprises and how Enterprise Governance contributes to achieving these goals. (5 marks) [CO1,K2]

Q2. What is the role of a Family Council in a family enterprise, and how does it help in maintaining family cohesion and effective communication among family members? (5 marks) [CO1, K2]

Q3. Explain the Three-Circle Model in the context of an Indian family business. Provide a real-life example of a situation where the Three-Circle Model can be applied, and describe how it helps in understanding and managing the dynamics of the business. (5 marks) [CO1,K2]

Section B (Any 2)   **(5 Marks each)**

Q4. Identify and explain the key challenges that family enterprises often encounter in India, considering the interplay of family dynamics and business operations. How can multidisciplinary teams help mitigate these challenges?

                                                                         (5 marks) [CO5,K3]

Q5. Explain the historical evolution of Systems Thinking in the field of Family Enterprise Study. What key events or figures contributed to its development, and how has it influenced the understanding of family businesses as systems?

                                                                         (5 marks) [CO5,K3]

Q6. Explain the role of change management in the context of Business Process Reengineering (BPR). Provide examples of strategies that organizations can employ to effectively manage and mitigate resistance to change during the implementation of redesigned processes. How does successful change management contribute to the overall success of a BPR initiative? (5 marks) [CO5,K3]

Section C (Case study)

Case Study: ICICI Bank's Business Process Reengineering Initiatives

Background:
ICICI Bank, one of India's leading private sector banks, has undergone significant Business Process Reengineering (BPR) initiatives to stay competitive and enhance customer satisfaction. The bank aimed to streamline its processes, improve operational efficiency, and leverage technology to offer innovative banking solutions.

Initiatives:
1. Digital Transformation: ICICI Bank embraced a digital-first approach, introducing online and mobile banking services to enhance customer experience. This involved the redesign of traditional banking processes to enable customers to perform transactions seamlessly from their devices.

2. Core Banking System Upgrade: The bank underwent a major overhaul of its core banking system, transitioning to a more agile and integrated platform. This move aimed to improve transaction processing speed, reduce errors, and enhance overall system reliability.

3. Customer Relationship Management (CRM): ICICI Bank implemented CRM systems to better understand customer needs and preferences. This allowed for personalized services and targeted marketing strategies, contributing to increased customer satisfaction and loyalty.

4. Automation of Processes: The bank automated various manual and time-consuming processes, such as loan approval and account opening. This not only improved processing times but also reduced the risk of errors, resulting in a more efficient and reliable service.

5. Risk Management: ICICI Bank reengineered its risk management processes, incorporating advanced analytics and modeling. This helped in assessing and mitigating risks more effectively, ensuring compliance with regulatory requirements, and strengthening the overall stability of the bank.

Questions:

Q7. What was the primary objective of ICICI Bank's digital transformation initiatives in the context of BPR?
(5 Marks) (CO4,K4)

Q8. In what ways did the implementation of CRM systems align with ICICI Bank's BPR goals to enhance customer satisfaction? (5 Marks) (CO5,K3)

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